North Central Indiana Region

Comprehensive Economic Development Strategy

2012

Cass County · Clinton County · Fulton County · Howard County

Miami County · Tipton County

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EXECUTIVE SUMMARY

The North Central Indiana 2012 Comprehensive Economic Development Strategy (CEDS) is the result of a collaborative of elected officials, community and economic development organizations, and business leaders from Cass, Clinton, Fulton, Howard, Miami and Tipton counties in Indiana. The Region has a long history of cooperation, collaboration and coordination on regional issues through informal partnerships, such as the North Central Indiana Economic Development Partnership and the Midwest Automotive Loop. This strategy documents the dedication and commitment the elected officials have toward building a stronger local and regional economies and enhancing the quality of life throughout the region.

The 2012 CEDS is the culmination of a two-year effort, in which community leaders representing over 228,000 residents analyzed current conditions and identified opportunities for future community economic development growth. The strategic planning process began at the community level to establish a "ground-up approach" in forming the regional strategy. This was a critical step due to the fact the region is not currently served by a regional development organization.

The subsequent county-level and regional meetings identified common challenges and opportunities that exist throughout the six-county region. The CEDS Committees identified Workforce and Education Development and Quality of Life issues as key strategic priorities to further the growth of the region. Four goals were established to address these strategic priorities:

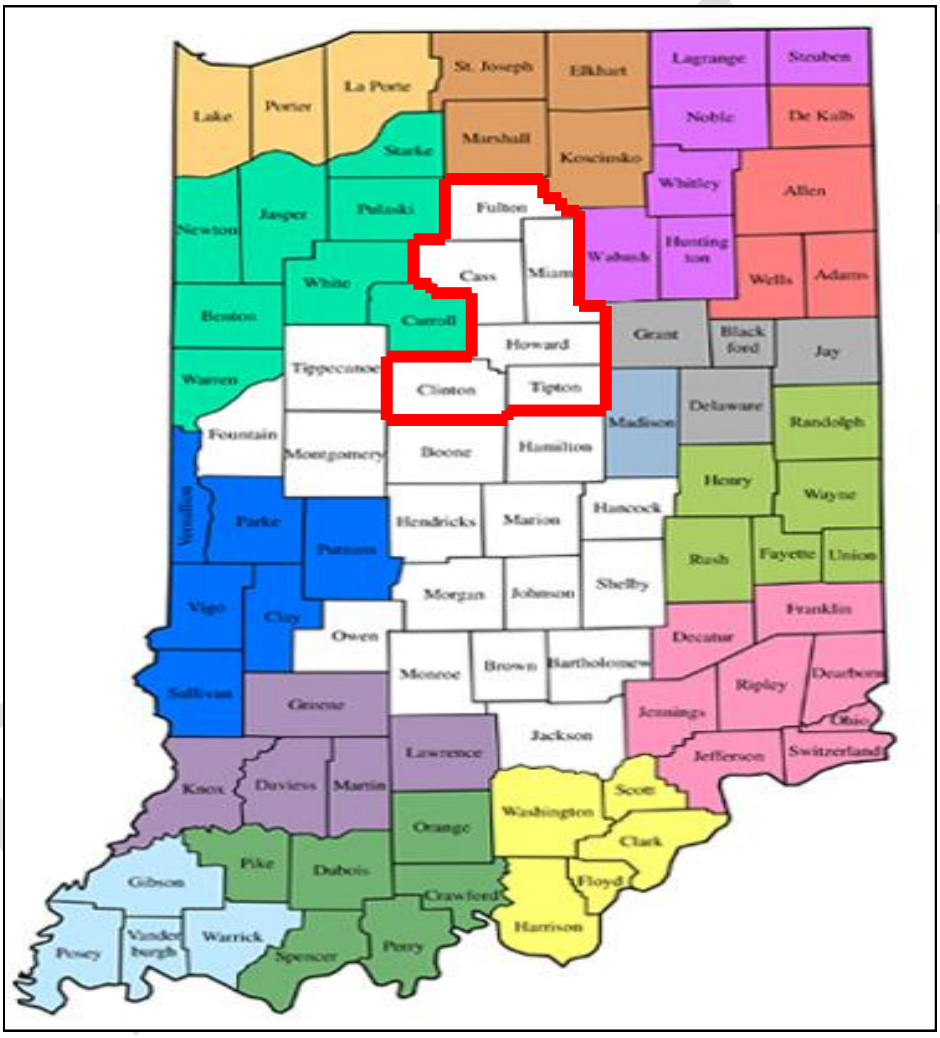
- **Prepare and develop workforce for the jobs of today and the jobs of tomorrow, while intentionally attracting and retaining talent;**
- **Improve and further develop downtown space and demand capacity;**
- **Maximize the potential of the air and highway transportation infrastructure; and**
- **Ensure quality infrastructure to meet the needs of residents and businesses throughout the region.**

The CEDS outlines strategic initiatives or actions steps for each of the four goals to meet the strategic priorities: Workforce and Education Development and Quality of Life. It is recommended that the six counties of North Central Indiana move to establish a formal regional development organization to be responsible for the implementation and administration of the 2012 CEDS.

The North Central Indiana 2012 CEDS is similar to a global positioning satellite system (GPS). It will assist the region's local elected officials to understand where their communities are and provide guidance to move their communities forward. Implementation of the action steps outlined in the CEDS will provide community leaders with a foundation upon which decisions can be made and also serve as a means to easily coordinate various activities and projects.

BACKGROUND

The communities of the North Central Indiana Region have committed to a better future by developing this Comprehensive Economic Development Strategies report. Because no regional economic development organization currently serves the area, as shown in the map below, there were additional challenges in the planning process, from defining regional priorities to establishing who would hold communities accountable for meeting performance indicators. That obstacle was overcome with the help of the Indiana Office of Community and Rural Affairs (OCRA), and this CEDS report is the result of a two-year collaborative planning process. This investment of time demonstrates the dedication of the planning committee to the economic success of the region.



North Central Region outlined in red
White counties are not part of an economic development district (EDD)

This CEDS process has already helped the region by initiating discussions about long-term economic planning. While it only marks the beginning of a journey, the Economic Development Administration has provided a roadmap to success for the region in the form of the CEDS requirements.

INTRODUCTION

The North Central Indiana 2012 Comprehensive Economic Development Strategy (CEDS) is the five-year regional economic development strategy for Cass, Clinton, Fulton, Howard, Miami and Tipton counties. This new CEDS has the support of the board of county commissioners from each county, the local economic development organizations, and community and business leaders from throughout the region.

The Indiana Office of Community and Rural Affairs (OCRA) facilitated the strategic planning process and Purdue University and Ball State University provided supporting material to meet the U.S. Economic Development Administration's (EDA) CEDS requirements.

STRATEGY COMMITTEE

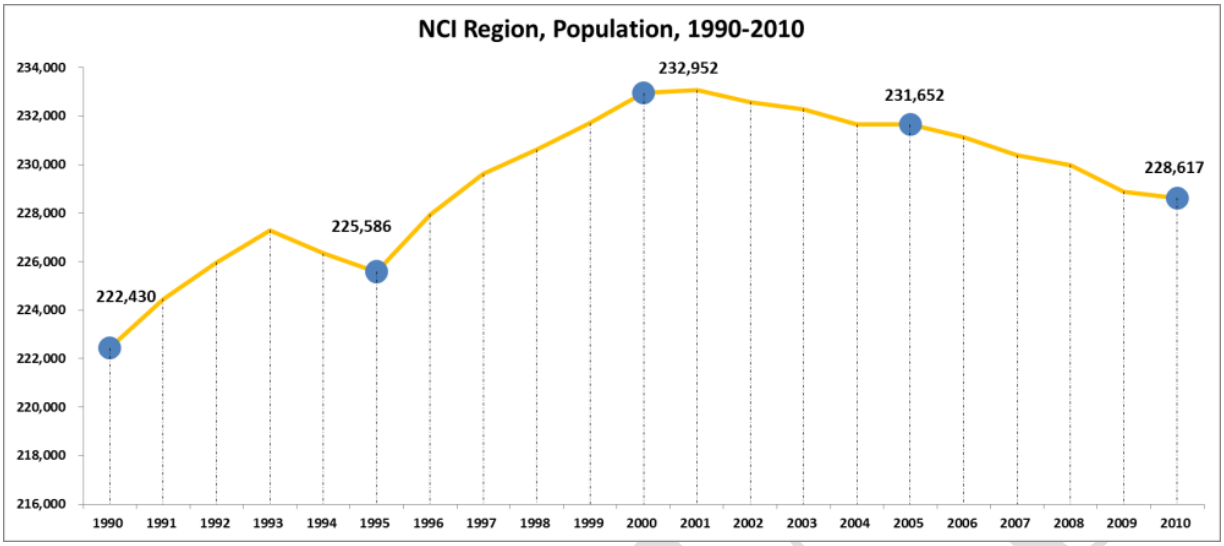
North Central Indiana's 2012 Comprehensive Economic Development Strategy (CEDS) was a collaborative effort of the Indiana Office of Community and Rural Affairs (OCRA), local elected officials, economic development organizations from Cass, Clinton, Fulton, Howard, Miami and Tipton counties, and key community leaders from throughout the region. Over the course of 2011, OCRA staff conducted meetings with elected officials, economic development directors, business leaders and community organizations to develop a preliminary assessment of the region. The results of this analysis identified opportunities for improved regional collaboration, projects for multi-jurisdictional partnerships and the need for a regional economic development strategy.

Beginning in January of 2012, a series of county-level meetings were held to guide each of the six counties through the strategic planning process. Each county established a CEDS Strategy Committee comprised of business and community leaders, higher education, workforce development and residents. The Strategy Committees' focused on local assets and opportunities and how each individual county brings added-value to the region. In May, the six counties came together develop the regional strategic priorities. A roster of the individuals who participated in these discussions and a schedule of meetings can be found as an appendix to this document. (Appendix A)

DEMOGRAPHY

The demographic characteristics including population, age-sex structure, race, ethnicity, educational attainment and skills are useful for regional planning and future economic development strategies. Households are consumers of goods and services as well as they constitute the labor force for the region. An educated and skilled labor force brings competitive advantages to any region. The long-term population trend from 1990-2010 for the six counties region had peaks and troughs with the highest population of 232,952 reported in the 2000 decennial census and the lowest of 225,586 in 1995. After 2000, the region's total population is gradually declining and the decennial census in 2010 had 228,617 persons. There are various reasons for decline in population, which include changes in birth- and death-rates, fertility, social trend of single-person household, out migration, etc. In this case, recent economic downturn, loss of jobs, and outmigration of workers and their families seem to have affected the population of the region.

Figure 1: Regional Population, 1990-2010



From 2000 to 2010, individually, Howard and Cass counties lost about 2000 persons; Tipton and Clinton counties lost around 600 persons; whereas Miami and Fulton counties had gained around 900 and 300 persons respectively. The Age-Sex pyramids in a 20-year period from 1990 to 2010 show gradual aging of the resident population as 2010 pyramid has become top-heavy with cohorts of 45 years and more increasing in proportion. In particular, 75 plus year age-cohort has increased and the young age worker cohorts has decreased. As the number of dependents will increase, the region will require specific amenities, such as old-age homes, old-age healthcare, mobility, and the geriatric social care to cater to the needs of these population groups (Refer to Figures 1, 2, and 3).

Figure 2: County Population, 1990-2010

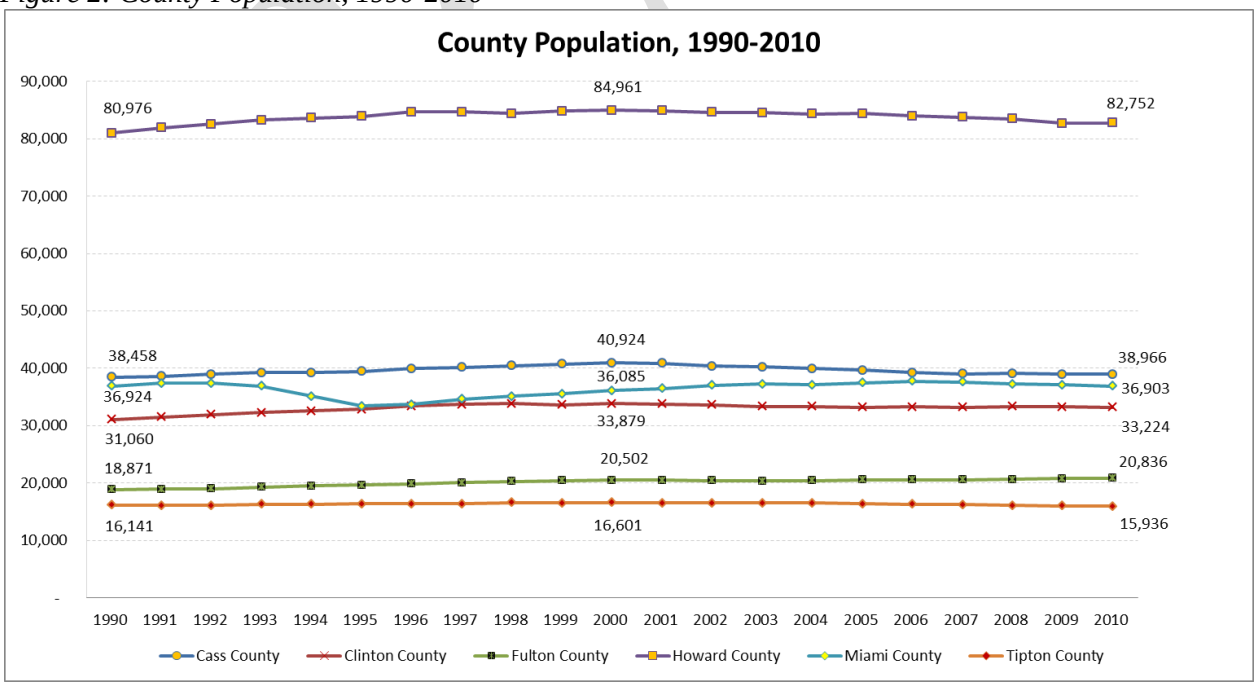
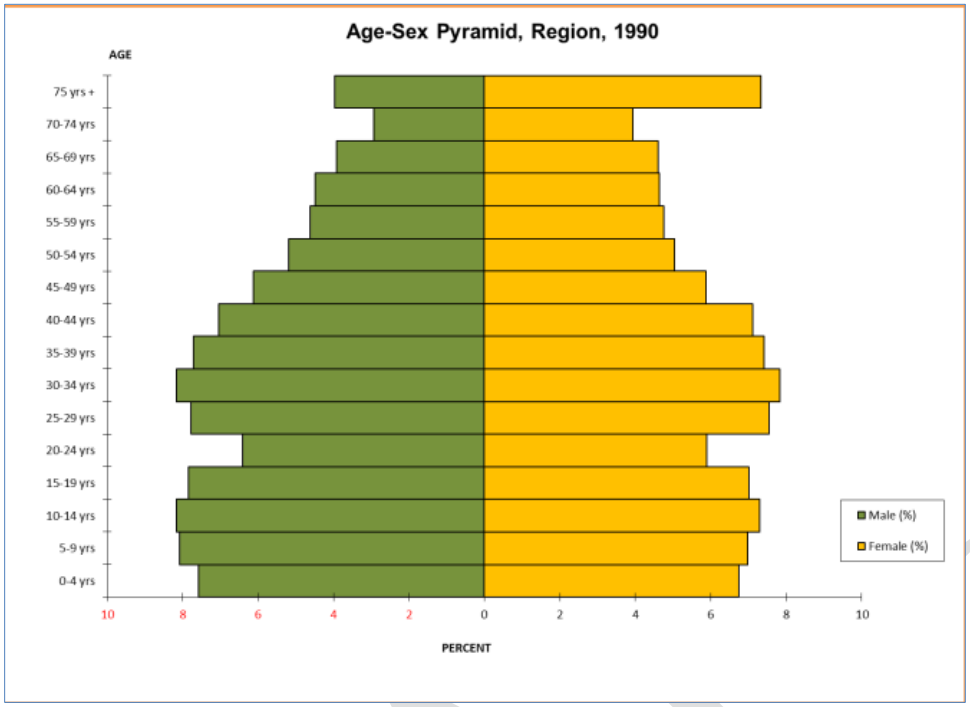
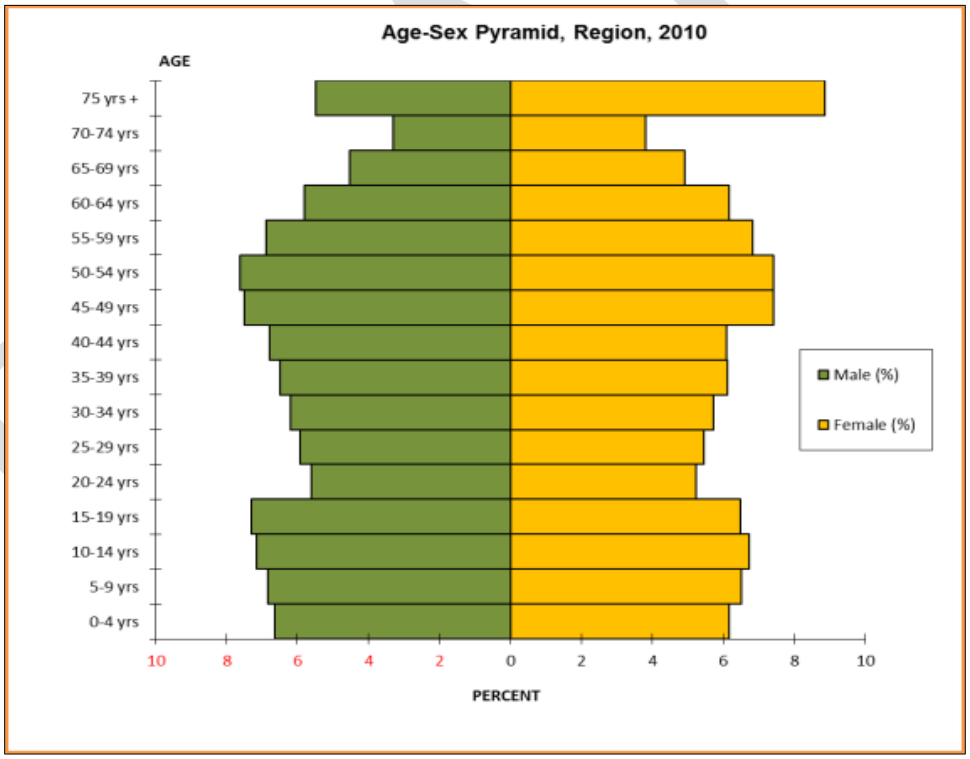


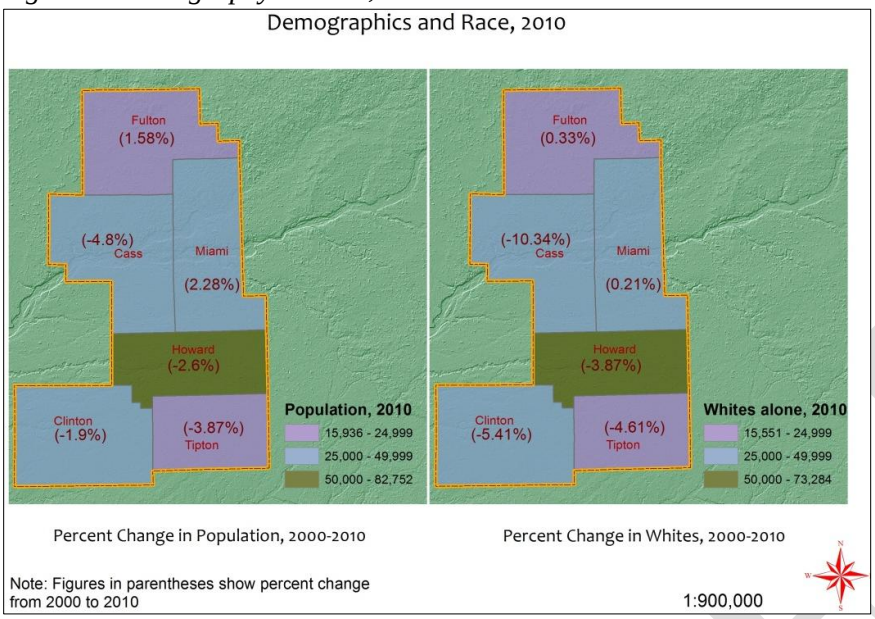
Figure 3: Population Pyramids, 1990-2010





Source: U.S. Census Bureau

Figure 4: Demography & Race, 2010



Race and ethnicity are important attributes for the demographic make-up as diverse regions become melting-pots for various ethnic cultures. In 2010, the region had 91% White population, 4% Black, and other races, such as American Indian and Alaska Native, Asians, Native Hawaiian, and other races constituted the remaining 5% of the population. In the last decade, the region has become more diverse as every race other than Whites increased with population of "two or more races" increasing by 33% and Hispanics increasing by 40% between 2000 and 2010. Within the Asian race, we see Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, and other Asians as per the new data from Census 2010. The universities, institutions, and high technology industries of the region have contributed to this diversity by attracting international students and the immigrant workers (Refer to Figures 4, 5, 6, and 7).

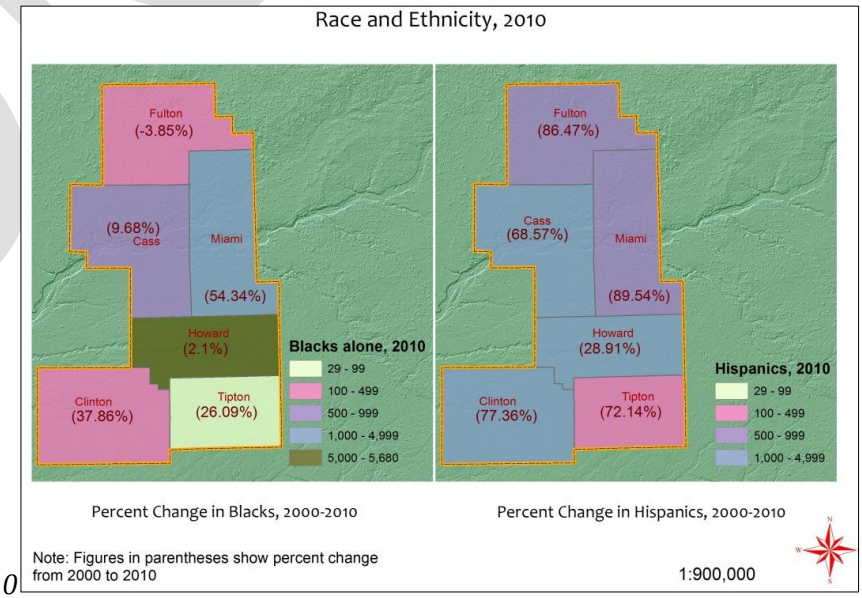


Figure 5: Race & Ethnicity, 2010

Source: U.S. Census Bureau

Figure 6: Percent Change, Race & Ethnicity, 2000-2010

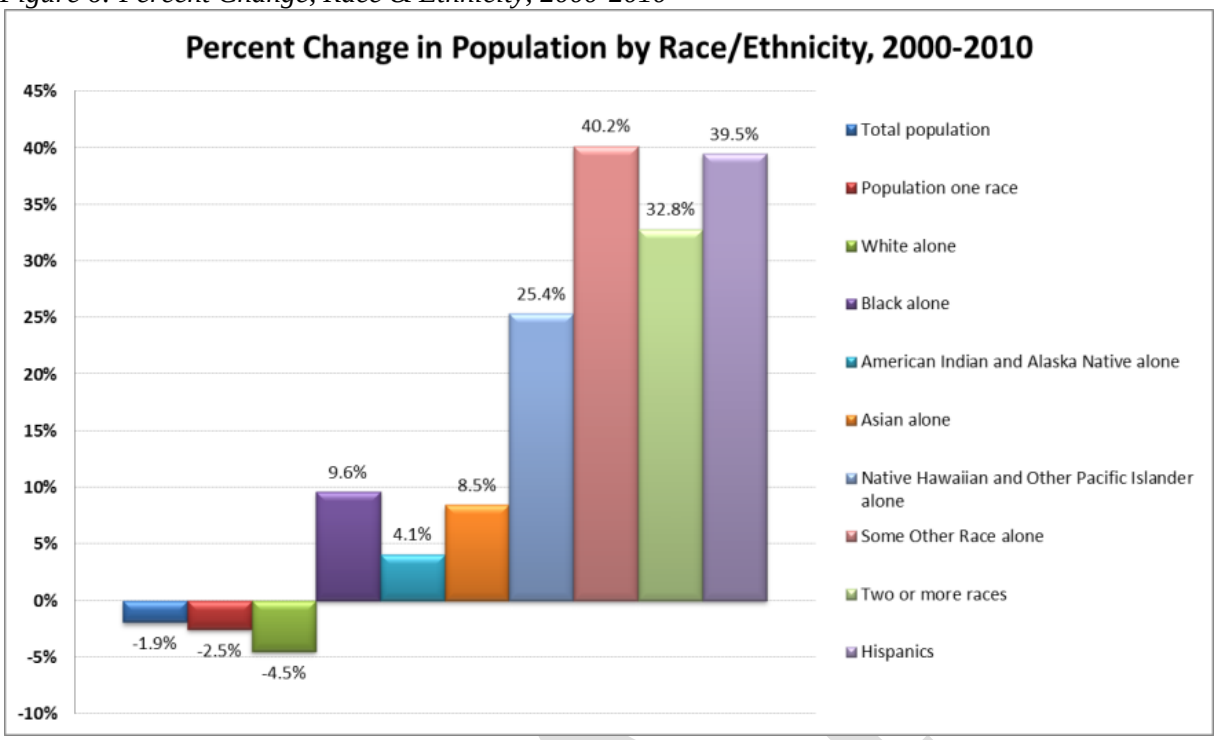
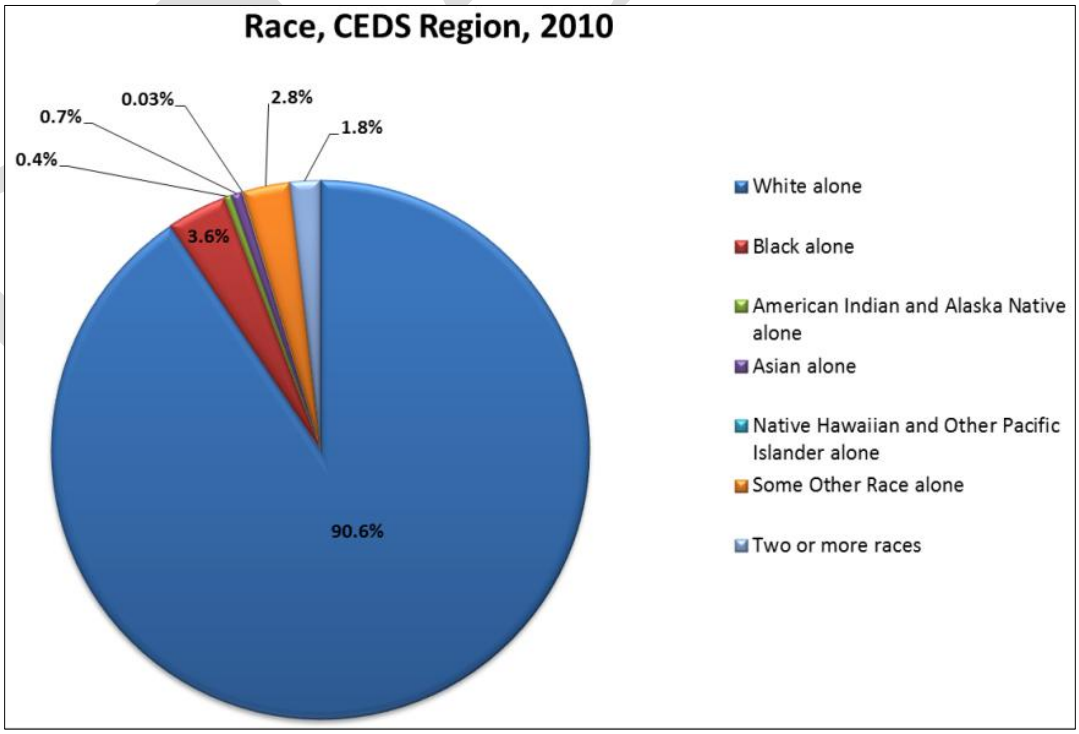


Figure 7: Race (%age), 2010

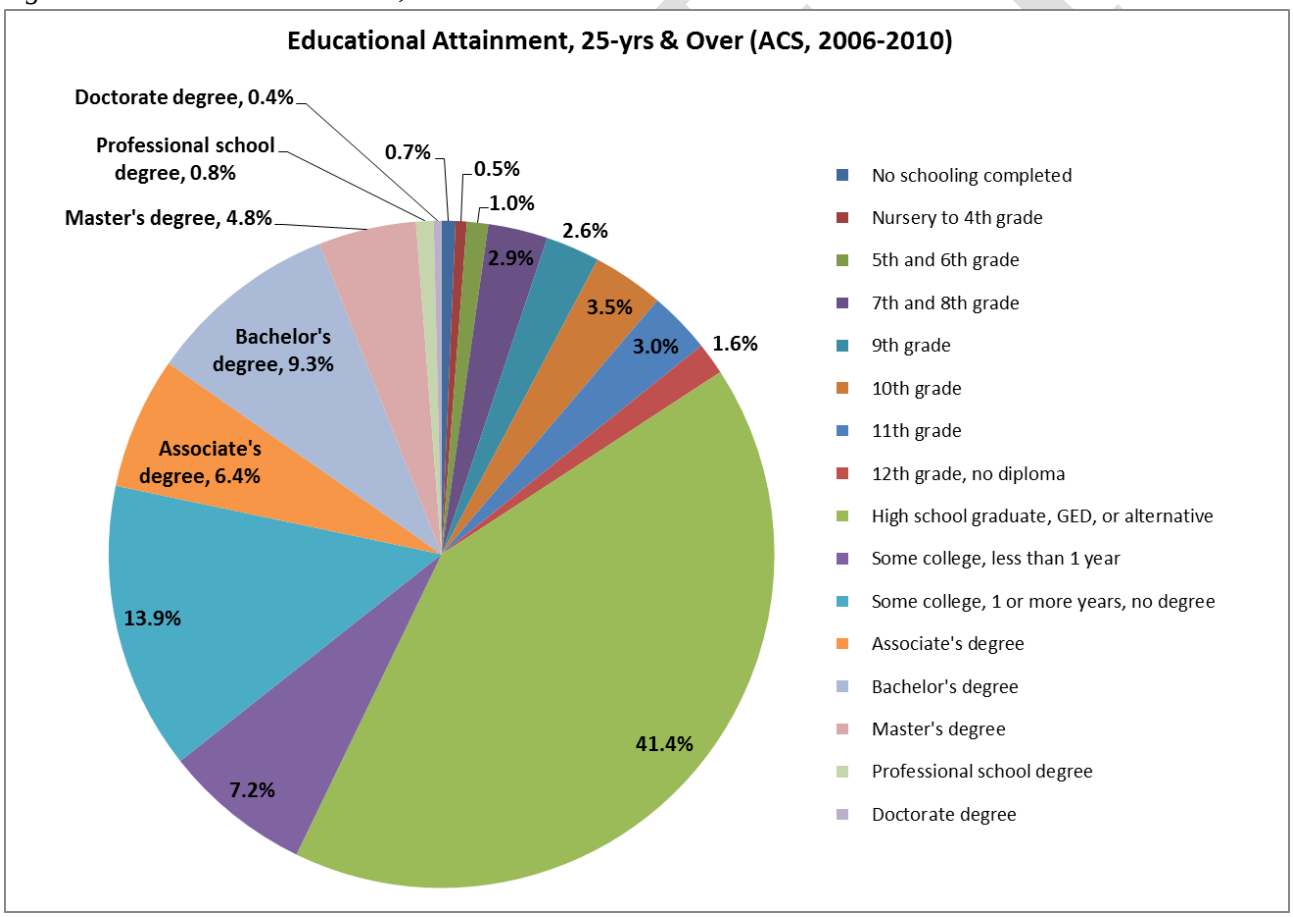


Source: U.S. Census Bureau

EDUCATION

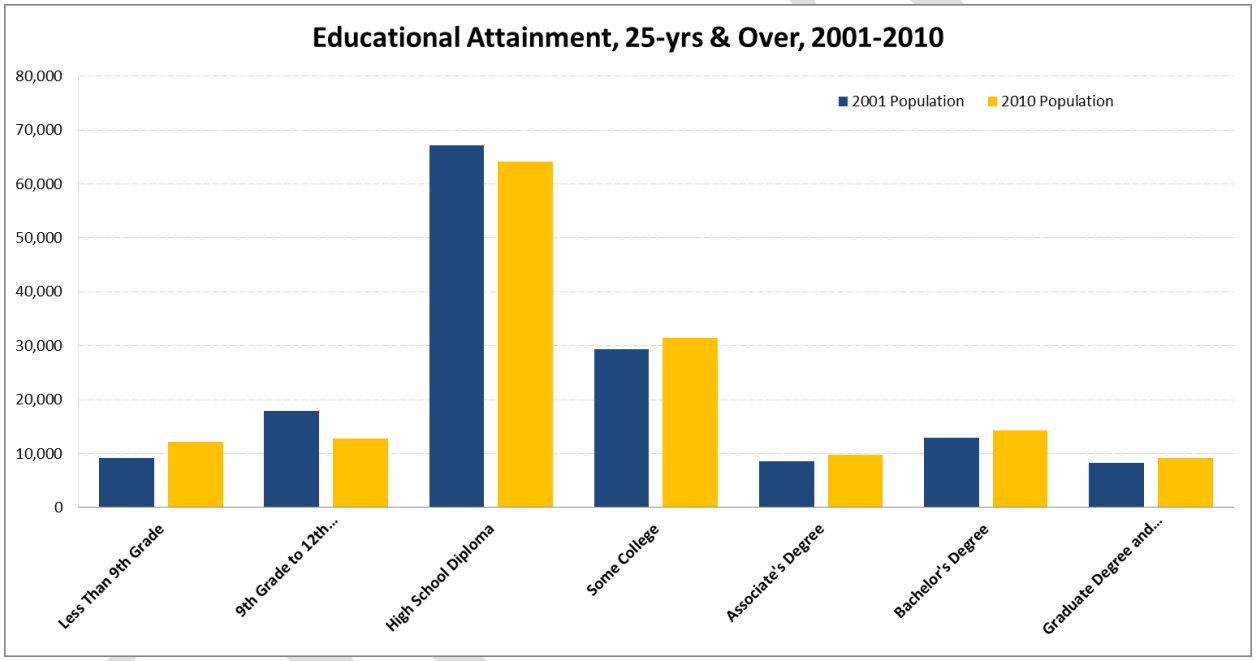
Educational attainment is one of the determinants of competitive advantages for any region. In the six-counties north central Indiana region around 22% of the resident population has associates or higher degrees with 6% population having masters, professional, and doctoral degrees according to 5-year ACS (2006-2010) data. Around 41% of the population has a high school or GED equivalent education. The ACS data available on margins is also used to calculate the range of values for associates, bachelors, and graduate degrees. They are found to be within the acceptable ranges. According to the EMSI (Economic Modeling Specialists, Inc.), for North Central Indiana region, the number of people with associate, bachelor, and graduate degrees increased between 2001 and 2010. In percentage terms, these were 14.2%, 10.2%, and 12.8% respectively. The six counties region is home to higher education institutions such as the Indiana University, Kokomo and community colleges, such as the Ivy Tech. As the emphasis and demand for STEM (science, technology, engineering, and mathematics) education grows, these institutions will play major role in workforce preparedness (Figures 8 and 9).

Figure 8: Educational Attainment, 25-Years & Over



Source: ACS 2006-2010

Figure 9: Educational Attainment, 2001 to 2010

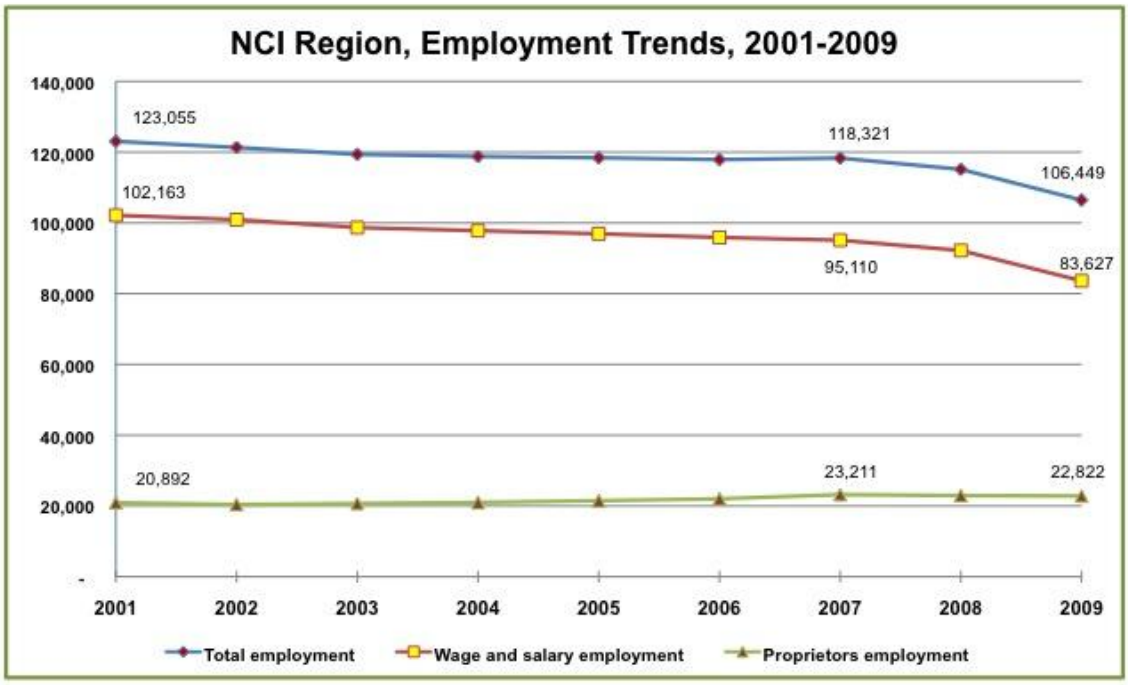


Source: EMSI

ECONOMY

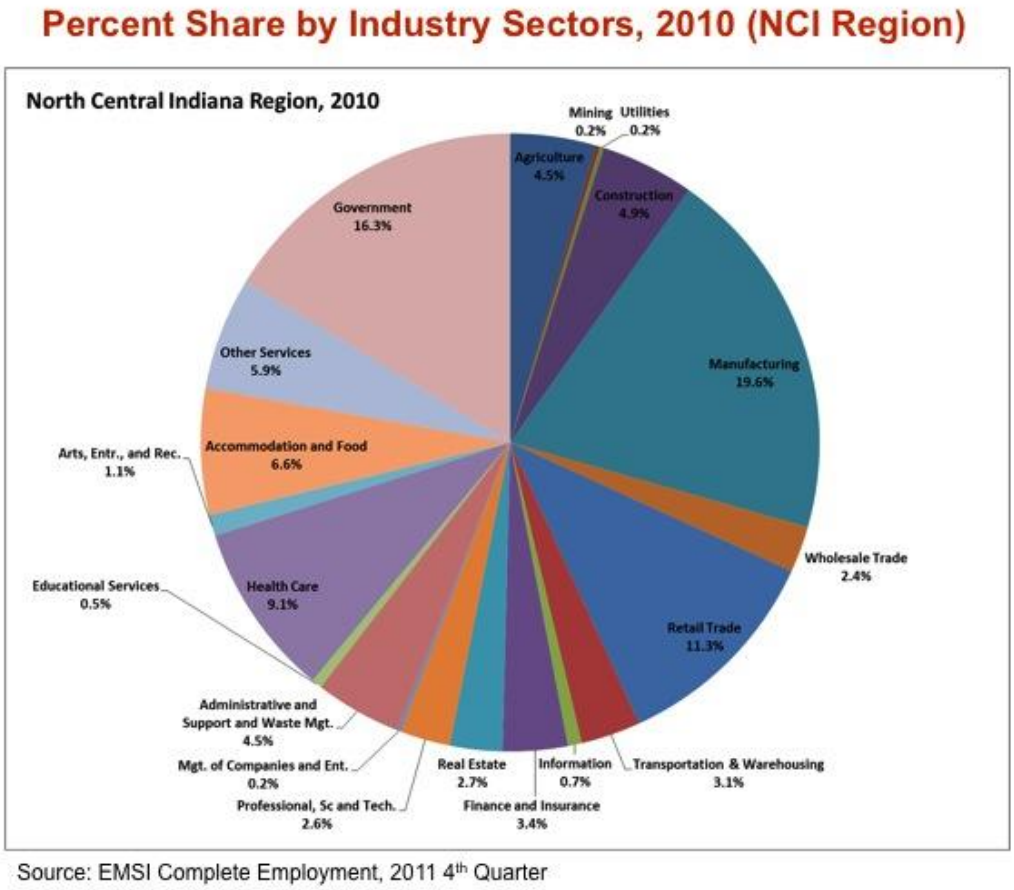
As one might expect, overall employment in the region has declined between 2001-2009. Note that *Proprietors Employment* stayed relatively steady with gradual gains of about 10% over the time span. This number comes from the tax filers reporting income reported under Schedule C. This could indicate that individuals stepped up efforts to earn income with sole proprietor or contractor activity to make up for declining wages from regular employment. It may also, however, point to some latent entrepreneurial capacity within the workforce. The region may consider a strategy to identify these potential entrepreneurs to see if there is an opportunity to concert some from sideline efforts to full-scale start-ups.

Figure 10: Employment trends, 2001 to 2009



Source: Bureau of Economic Analysis (BEA), CA 25N

Figure 11: Industry Sectors % 2010



Manufacturing continued to be an economic stronghold in the region employing 19.6% of the region's workforce. The second largest sector is *Government* followed by *Retail Trade* and *Healthcare*. The region's specialization in manufacturing is notable in that it is even more highly specialized than is the state of Indiana. In other words, Indiana's economy is two times more dependent than the US economy and the region is 50% more dependent than Indiana, making this region THREE TIMES more specialized than the U.S.

Figure 12: Selected Industry Sectors % 2010

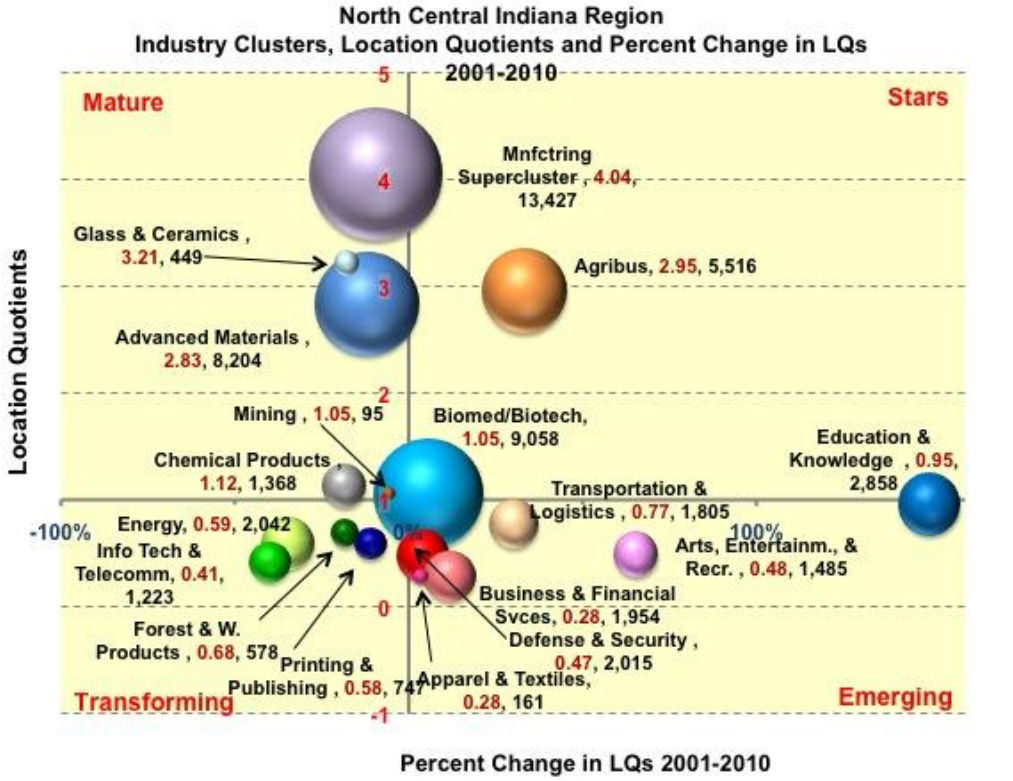
Selected Industry Sectors Percent Share
NCI Counties, Region and Indiana, 2010

NAICS Code	Description	NCI Region		Indiana	US
		2010 Jobs	% of Total	% of Total	% of Total
11	Agriculture	4,763	4.5%	2.2%	2.0%
31-33	Manufacturing	20,966	19.6%	13.2%	7.1%
44-45	Retail Trade	12,085	11.3%	10.5%	10.2%
48-49	Transportation & Warehousing	3,334	3.1%	4.3%	3.5%
54	Professional, Sc and Tech.	2,786	2.6%	4.5%	6.8%
61	Educational Services	573	0.5%	2.3%	2.4%
62	Health Care	9,733	9.1%	11.2%	11.0%
90	Government	17,413	16.3%	12.7%	14.0%
	Total	106,870			

- Professional, Scientific, and Technical Services; Educational Services; and Health Care have %age Employment share lesser than Indiana and US
- Manufacturing, Government, etc. more than Indiana and US

Source: EMSI Complete Employment, 2011 4th Quarter

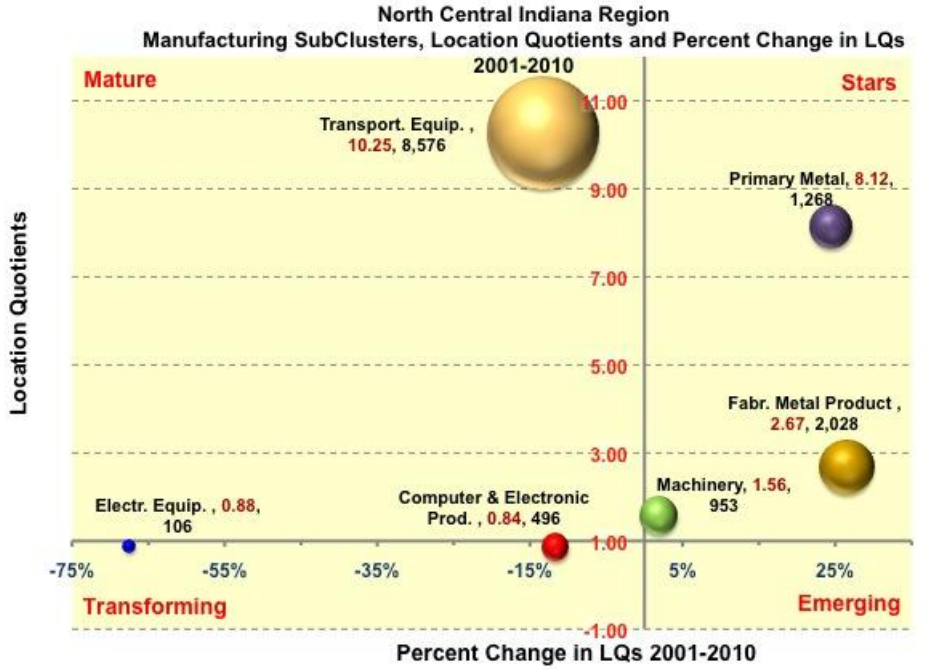
Figure 13: Industry Clusters



Note 1: In this chart, the first number after the cluster name is the cluster location quotient in 2010. The second number is the size of the cluster (number of jobs). The bubble size denotes the size of cluster employment.
Source: Definitions Prepared by PCRD; Data Downloaded from StatsAmerica/Innovation website, IBRC

In these sorts of "bubble charts," one of the keys is to look for large clusters that are growing. These "stars" can be found in the upper-right quadrant. Agribusiness is the brightest star with a location quotient of 2.95, meaning it represents nearly 300% of the overall economy as compared to the US. The region has 5,516 jobs in this cluster. One economic strategy for stars is to engage in cluster facilitation focused on the 4"A's" of cluster development: Articulate, Activate, Accelerate, & Assessment to try and achieve even more growth. A second consideration in clusters is to look at those defined as "Emerging." These are found in the lower-right quadrant, which indicates these may not be large clusters, in terms of the number of people they employee, but they are growing quickly. The region has several emerging clusters. Some of the firms in these sectors might benefit from economic gardening-type services and there may also be room for new start-ups within these clusters. The *Manufacturing Super Cluster* is the largest in the region but it has slipped into the "mature" quadrant noting that it is declining in terms of the number of people employed in the sector. In many regions, a "mature" cluster is one that civic leaders often choose to let continue to run its downward course. This is what occurred in the textile clusters of the U.S. Southeast. That is likely not, however, to be an advisable strategy for this region. We know, for instance, that manufacturing has experienced a resurgence even since 2010, the latest data represented on this chart.

Figure 14: Manufacturing SubClusters



Note 1: In this chart, the first number after the cluster name is the cluster location quotient in 2010. The second
number is the size of the cluster (number of jobs). The bubble size denotes the size of cluster employment.

Source: Definitions Prepared by PCRD; Data Downloaded from StatsAmerica/Innovation website; IBRC

Within the *Manufacturing Super Cluster* this chart breaks out the sub-clusters within it. Note that three sub-clusters find themselves in that desirable star quadrant – *Primary Metals*, *Fabricated Metal Products*, and *Machinery*. These are certainly sub clusters that should be a centerpiece of any economic growth strategy. *Primary Metals* in particular, with a concentration 800% higher than the U.S., represents an economic asset perhaps more unique than any other in the region. Several different strategies could be considered to bolster this cluster - supply-chain strategies, innovation strategies, export strategies, etc.

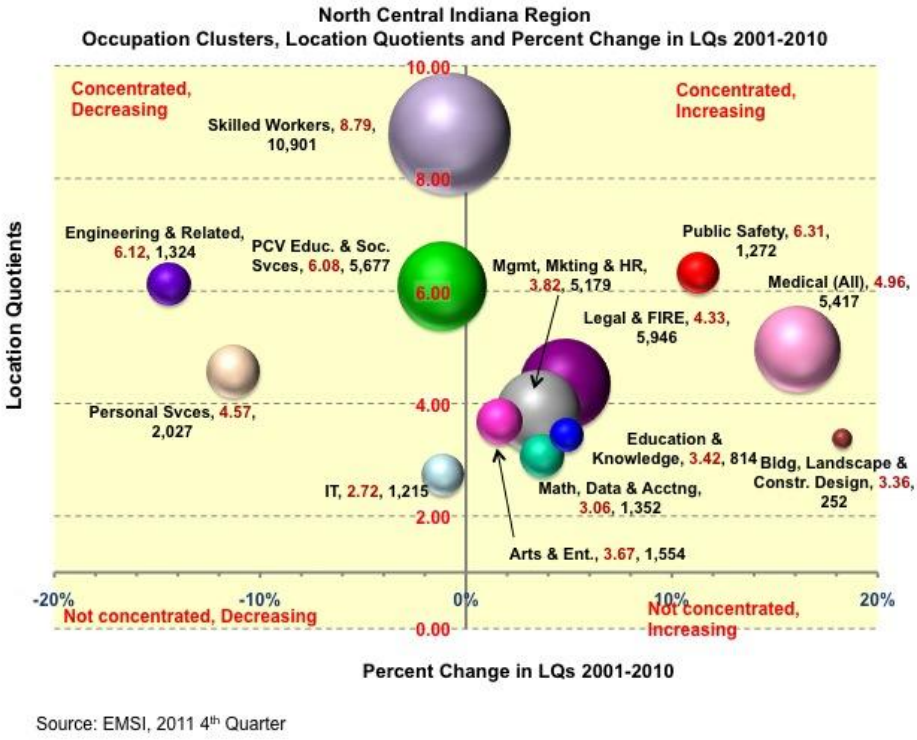


Figure 15: Occupation Clusters

Like Industry Clusters, Occupational Clusters also reveal a region's economic strengths except rather than being based on firms they are derived from the skills represented by the occupations held by the region's workforce. Notable in this chart are all the clusters that can be found in the star quadrant. Again, this means that these occupational clusters are highly concentrated and they are growing. When a region's workforce has specialized skills it represents opportunities to add economic value by leveraging those skills. For instance, the region has a workforce with public safety-related skills that is six times the national concentration of those skills. Does this represent an "export" opportunity? Does this region know things about public safety that the rest of the U.S. does not know, or perhaps the rest of the world does not know? Is there an opportunity to develop a public safety training and education strategy? Since the region also specializes in skills related to Education and Knowledge, perhaps linking and leveraging these assets might point to new opportunities.

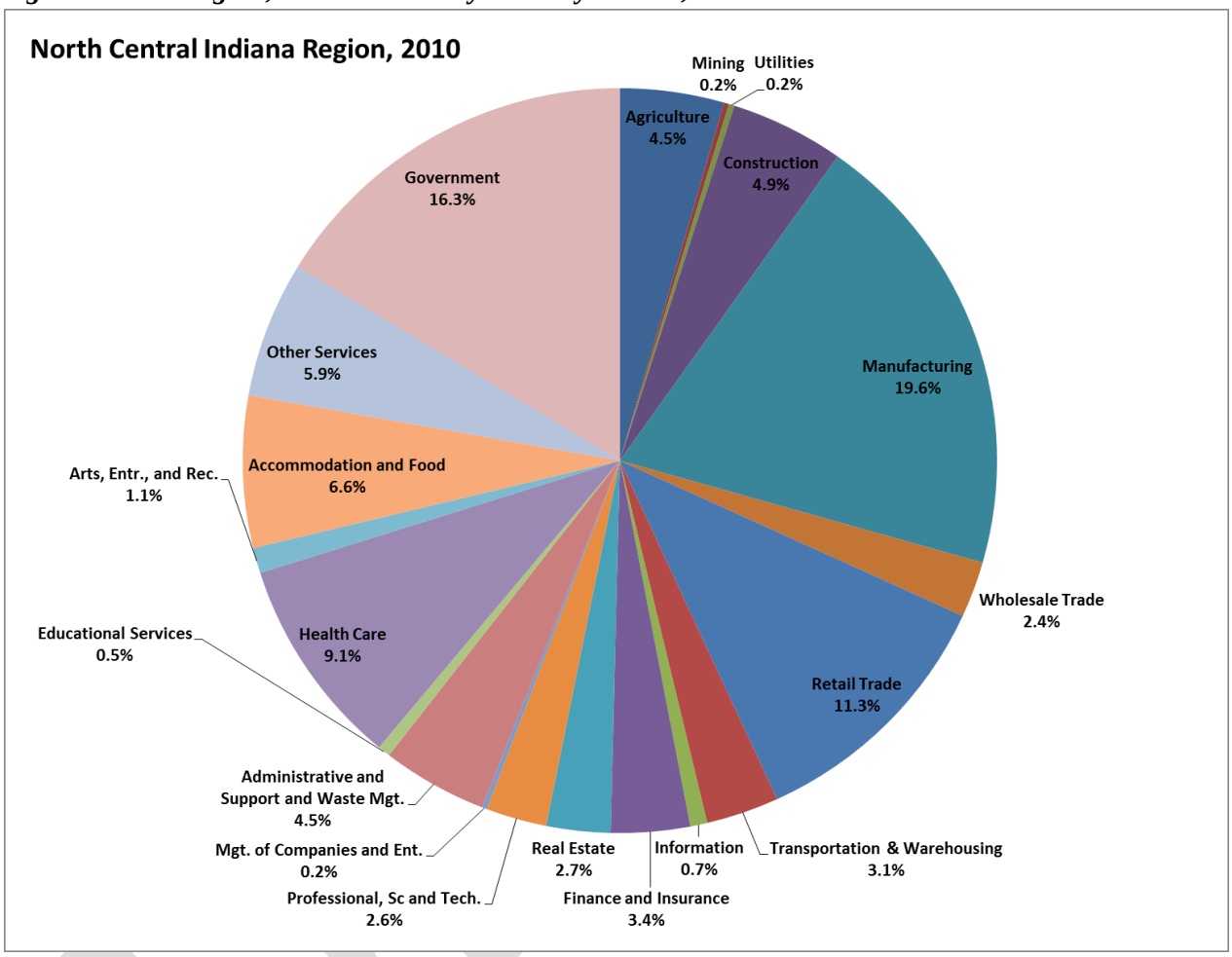
Figure 16: ***Indiana and NCI Region, Selected Industry Sectors Percent Share, 2010***

NAICS Code	Description	NCI Region		Indiana	US
		2010 Jobs	% of Total	% of Total	% of Total
11	**Agriculture**	**4,763**	**4.5%**	**2.2%**	**2.0%**
21	Mining	229	0.2%	0.3%	0.7%
22	Utilities	260	0.2%	0.4%	0.3%
23	Construction	5,223	4.9%	5.2%	5.2%
31-33	**Manufacturing**	**20,966**	**19.6%**	**13.2%**	**7.1%**
42	Wholesale Trade	2,598	2.4%	3.5%	3.5%
44-45	**Retail Trade**	**12,085**	**11.3%**	**10.5%**	**10.2%**
48-49	**Transportation & Warehousing**	**3,334**	**3.1%**	**4.3%**	**3.5%**
51	Information	779	0.7%	1.2%	1.9%
52	Finance and Insurance	3,618	3.4%	4.3%	5.6%
53	Real Estate	2,930	2.7%	3.5%	4.3%
54	**Professional, Sc and Tech.**	**2,786**	**2.6%**	**4.5%**	**6.8%**
55	Mgt. of Companies and Ent.	226	0.2%	0.8%	1.2%
56	**Administrative and Support and Waste Mgt.**	**4,840**	**4.5%**	**5.8%**	**6.0%**
61	**Educational Services**	**573**	**0.5%**	**2.3%**	**2.4%**
62	**Healthcare**	**9,733**	**9.1%**	**11.2%**	**11.0%**
71	Arts, Entr., and Rec.	1,176	1.1%	2.0%	2.2%
72	Accommodation and Food	7,042	6.6%	6.9%	6.9%
81	Other Services	6,298	5.9%	5.1%	5.2%
90	**Government**	**17,413**	**16.3%**	**12.7%**	**14.0%**
	Total	**106,870**	**100%**	**100%**	**100%**

Source: EMSI Complete Employment, 2011 4th Quarter

Figure 16 shows the number of jobs that each sector contributes to the economy in the NCI region and compares it to state and national rates. The largest three employment sectors are manufacturing, at 19.6%, government, at 16.3%, and retail trade, at 11.3%. While most percentages align fairly closely with the state and national rates, the following sectors comprise larger parts of the NCI regional economy than at a state or national level by at least one percent: agriculture, manufacturing, retail trade, and government. The following make up a smaller segment of the NCI regional economy than of the state and nation by at least one percent: transportation and warehousing; professional, science and technical; administrative and support and waste management; educational services; and healthcare.

Figure 17 NCI Region, Percent Share by Industry Sectors, 2010



Source: EMSI Complete Employment, 2011 4th Quarter

Figure 17 *provides a visual for the regional data in Figure 16.*

Market Areas: One advantage of a well-connected transportation system is access to large market areas. The 6-counties planning region has good accessibility to various metropolitan areas and regional markets because of an excellent multi-modal transportation system. We can see several large cities of fifty thousand to one hundred thousand populations and many populated cities and towns of twenty five thousand to 50 thousand populations within the radius of 50-, 100-, and 150-mile trade areas (Refer to Figure 18). Chicago, Cincinnati, and Louisville metropolitan regions fall within the 150-mile distance[1]. Whereas Columbus, Toledo, Detroit, Ann Arbor, Lansing, Rockford, Peoria, and Springfield urban areas are outside of 150-mile but within the 200-mile distance. Several demographic, social, economic, and workforce variables are tabulated in the following tables to show the market coverage by different distances for the 6-counties region.

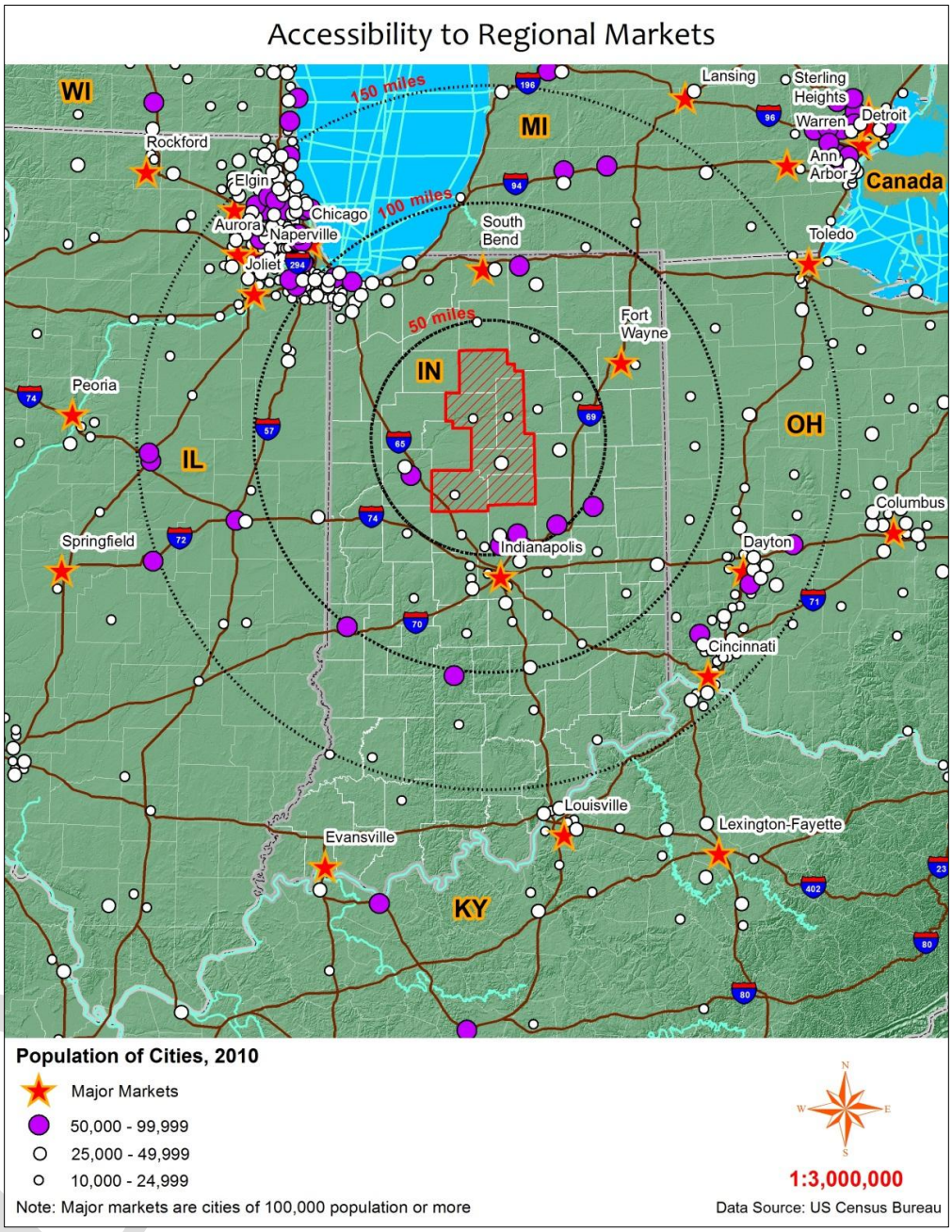


Figure 18: Accessibility to Market Areas

[1] Distance is measured as Euclidean or straight line aerial distance.

Within the 150-mile radius trade area, the 6-counties region had access to 19.6 million population; 7.5 million households; and 2.2 million people of Hispanic ethnicity in 2010 according to the Research 360 statistics[2]. Within the 50-mile radius, the population is about 1.2 million and households are about 0.5 million whereas within the 100-mile radius, there are 6.2 million people and 2.4 million households respectively. Access to the Chicago metropolitan region at 150-mile radius trade area increases the population, households, and Hispanics by manifold (Refer to Table 1). There are 694,000 establishments having 9.6 million employees and 1,200 company headquarters located within the 150-mile trade area. For 50-mile and 100-mile trade areas, we have around 40,000 and 210,000 establishments; 510,000 and 2.9 million employees; and 50 and 340 company headquarters respectively. As observed in demographic distribution, the access to Chicago and other urban areas increases the number of company headquarters by several times (Refer to Table 2). Proximity to Chicago and access to its residents and businesses in about 3-hour drive is an important comparative advantage for the 6-counties region.

Table 1: Trade Area's Demographics, 2010

NCI Regional Markets	Demographics (2010)			
Trade Area (Radius)	Population	Households	Hispanics	Hispanics (%)
50 mile	1,212,412	463,528	53,864	4.4%
100 mile	6,217,420	2,384,332	474,366	7.6%
150 mile	19,555,614	7,461,103	2,234,995	11.4%

Table 2: Trade Area's Economy, 2011

NCI Regional Markets	Economy (2011)			
Trade Area (Radius)	Establishments	Employees	Establishments, Company Headquarters	Employees, Company Headquarters
50 mile	40,123	512,045	50	16,293
100 mile	213,858	2,893,548	340	78,353
150 mile	694,032	9,566,085	1,208	269,634

The labor force characteristics are shown in Table 3. The workforce is comprised of 625,000 laborers in 50-mile; 3.2 million in 100-mile; and 10.2 million laborers in the 150-mile radius trade area. The largest trade area of 150-mile also had about 1 million unemployed laborers in 2011 according to the Research 360. Table 4 shows the socioeconomic characteristics, such as income and educational attainment for different trade areas in 2011. The 150-mile trade area had the largest median household income of $ 54,147 and per capita income of $ 28,050 in 2011. In comparison, the 50-mile radius trade area, which is mostly the immediate surroundings of the 6-counties, had median household income of $ 52,555 and per capita income of $ 26,753 in 2011. The values for 100-mile radius trade area are slightly less than the other two trade areas. Clearly, the inclusion of the large metropolitan areas, such as Chicago, affects

[2] Research 360, Decision Data Resources, http://www.research360.net/mapscapev3/1033/Home.asp.

median household and per capita income. Educational attainment follows the similar trend with the highest values for bachelor's and master's, professional, and doctorate degrees for the 150-mile radius trade area. In the immediate surrounding region, 13.7% population (aged 25years and above) have bachelor's education whereas 8.2% population has master's and other degrees. The proportion of under graduate and graduate educated population decreases by one percentage point for 100-mile but increases by a few percentage points for the 150-mile radius trade area. At 150-mile distance, the region is comprised of several large public and private universities, such as the University of Chicago, Northwestern, Notre Dame, Urbana Champaign, Purdue University, Indiana University, IUPUI, University of Cincinnati, University of Toledo, etc. The presence of universities may have some impact on larger proportions of higher educated population in the 150-mile radius trade area.

Table 3: Labor Force Characteristics, 2011

NCI Regional Markets	Labor Force (2011)			
Trade Area (Radius)	Labor Force	Employed	Unemployed	In Armed Forces
50 mile	625,553	555,236	69,420	897
100 mile	3,231,590	2,877,487	349,868	4,235
150 mile	10,194,430	9,146,928	1,028,475	19,027

Table 4: Socioeconomic Characteristics, 2011

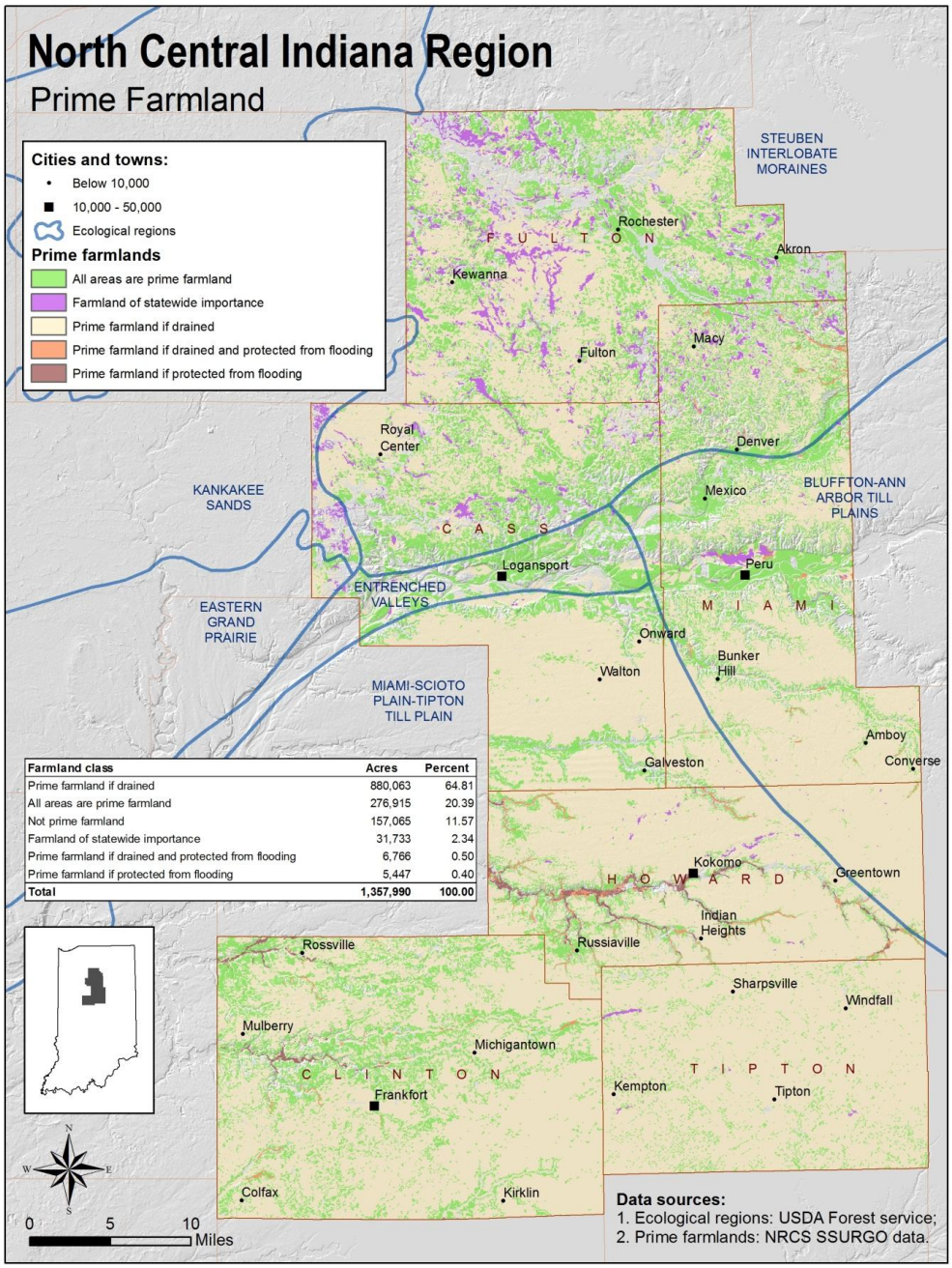
NCI Regional Markets	Income & Education (2011)			
Trade Area (Radius)	Median Household Income, 2011	Per Capita Income, 2011	Population age 25 years & over, Bachelor's	Population age 25 years & over, Master's, Professional, & Doctorate
50 mile	$ 52,555	$ 26,753	13.7%	8.2%
100 mile	$ 50,482	$ 25,056	12.7%	7.3%
150 mile	$ 54,147	$ 28,050	15.3%	9.0%

Data Source: Research 360, Decision Data Resources

Geography

NATURAL REGIONS AND PRIME FARMLAND

According to USDA Ecological Classification System the region is situated mostly within two ecological sections: Central Till Plains, Beech-Maple Section (Miami-Scioto Plains and Bluffton-Ann Arbor Till Plains subsections are shown on the map, Figure 1) and South Central Great Lakes Section (Steuben Interlobate Moraines subsection is shown on the map, Figure 1). The natural history of these sections determined abundance of rich and productive soils. Originally occupied by oak-hickory forest, dominating sandy sites, and beech-maple forest on loamy soils, this region is abundant in rich and productive forest soils with a few patches of rich alluvial soils in floodplains (Entrenched Valleys subsection) and organic matter rich tall grass prairie soils (Kankakee Sands and Eastern Grand Prairie subsections, Figure 1). Unconditional prime farmlands account for 20.4% of the entire area according to USDA Natural Resources Conservation Service (Insert table, Figure 1). Areas that are prime farmland when drained contribute



another 64.8% of total area with most agriculturally valuable soils located in the northern part of the region in Fulton, Cass, and Miami counties. This makes agriculture one of the significant driving forces of the economy of this region. Currently most of agricultural land is used to grow corn and soybeans *(see Land Cover maps, Figure 4).*

Table 1. North Central Indiana Region crop types (National Agricultural Statistic Survey (NASS), 2011).

Crop name	Area, acres	Area, %
Corn	518,190	51.091
Soybeans	45,7512	45.108
Winter Wheat	15,732	1.551
Alfalfa	12,900	1.272
Open Water	6,938	0.684
Pop or Ornamental Corn	706	0.070
Double Crop: Winter Wheat/Soybeans	639	0.063
Tomatoes	526	0.052
Fallow/Idle Cropland	402	0.040
Cantaloupes	146	0.014
Potatoes	143	0.014
Pumpkins	87	0.009
Gourds	81	0.008
Herbs	65	0.006
Double Crop: Winter Wheat/Corn	56	0.006
Sweet Corn	34	0.003
Clover/Wildflowers	27	0.003
Watermelons	19	0.002
Dry Beans	18	0.002
Rye	18	0.002
Other crops	11	0.001

GEOLOGICAL RESOURCES

The region has several geological resources including petroleum and mineral resources. The Trenton Oil Field is situated at the southeastern part of the region (Figure 2) and has been a major petroleum source to oil and gas industry in Indiana in late 1800s to early 1900s. Although most of the natural gas was removed from the field by 1910, only about 10% of the oil was removed with estimated 900,000,000 barrels still remaining in the ground (Gray R.D , 1995). In addition, Indiana has an extensive system of interstate and intrastate pipelines. Several pipelines cross the region for transit of crude oil, gas and refined products. These are high-pressure large-diameter steel pipes that are buried underground. There is also underground storage of natural gas near Royal Center where it is stored as gas in storage fields (Figure 2). These reservoirs are filled in times of low demand (summer) and drawn down in times of peak demand (winter).

The region has also a few places where minerals of industrial importance are mined. Most sand and gravel pits are located Miami and Howard counties, and cement and crushed stone mines are clustered in the central part of the region (Figure 2).

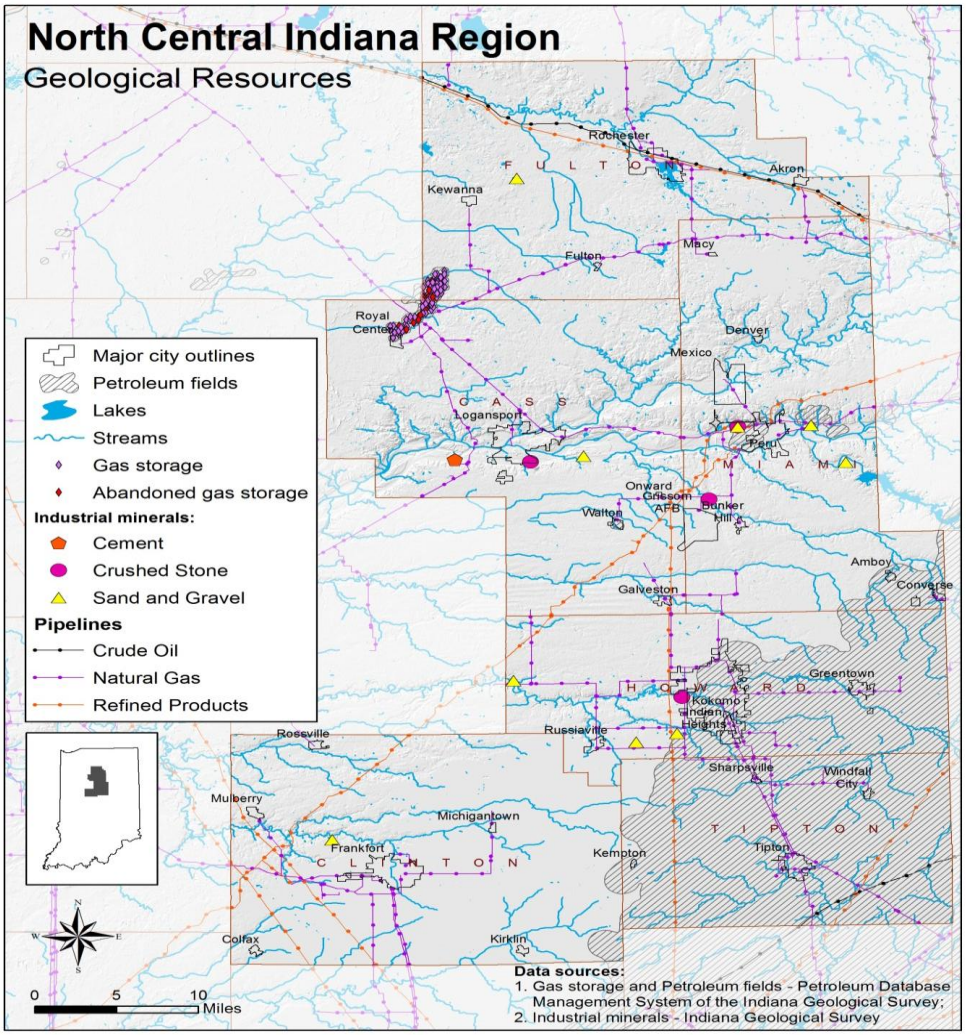
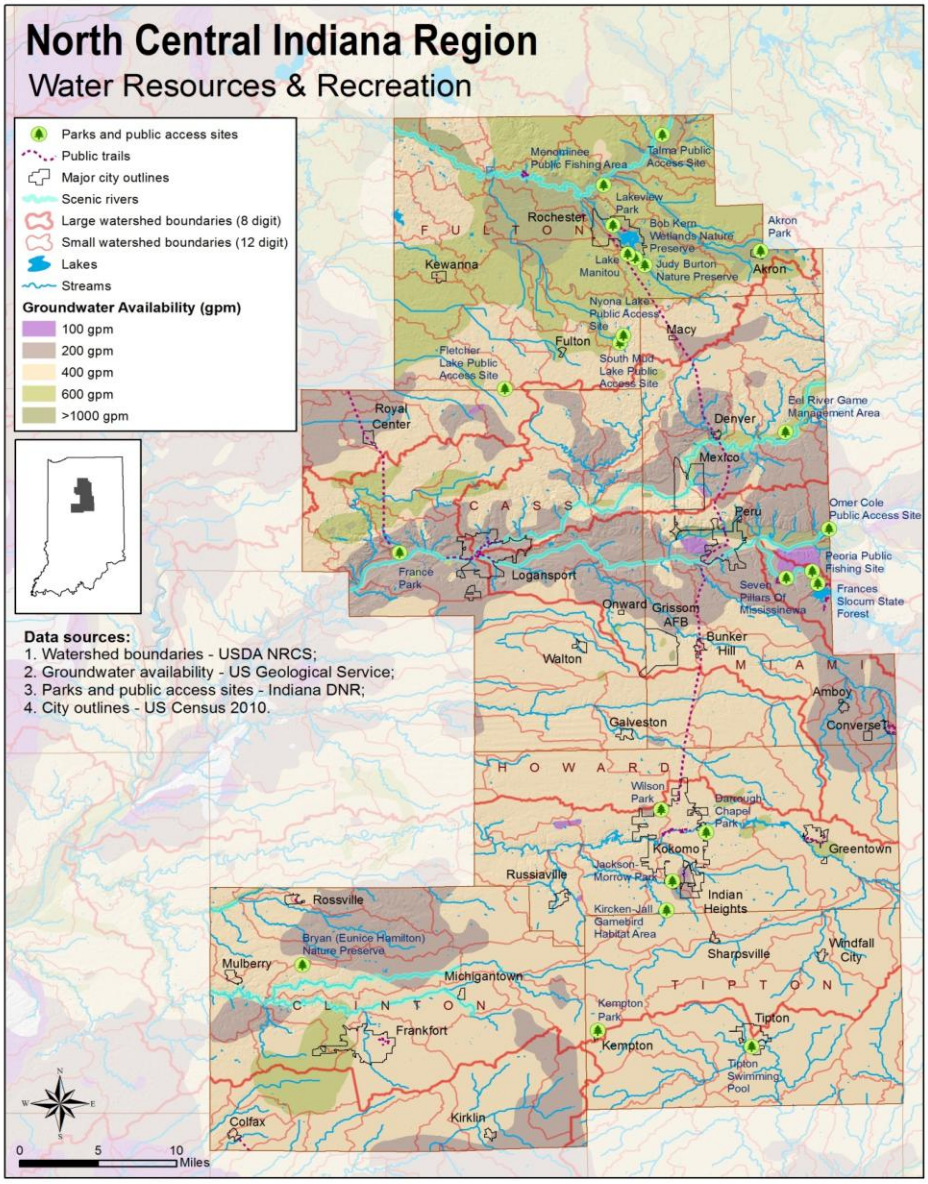


Figure 2: Geological resources of the North Central Indiana Region.

WATER RESOURCES AND RECREATION

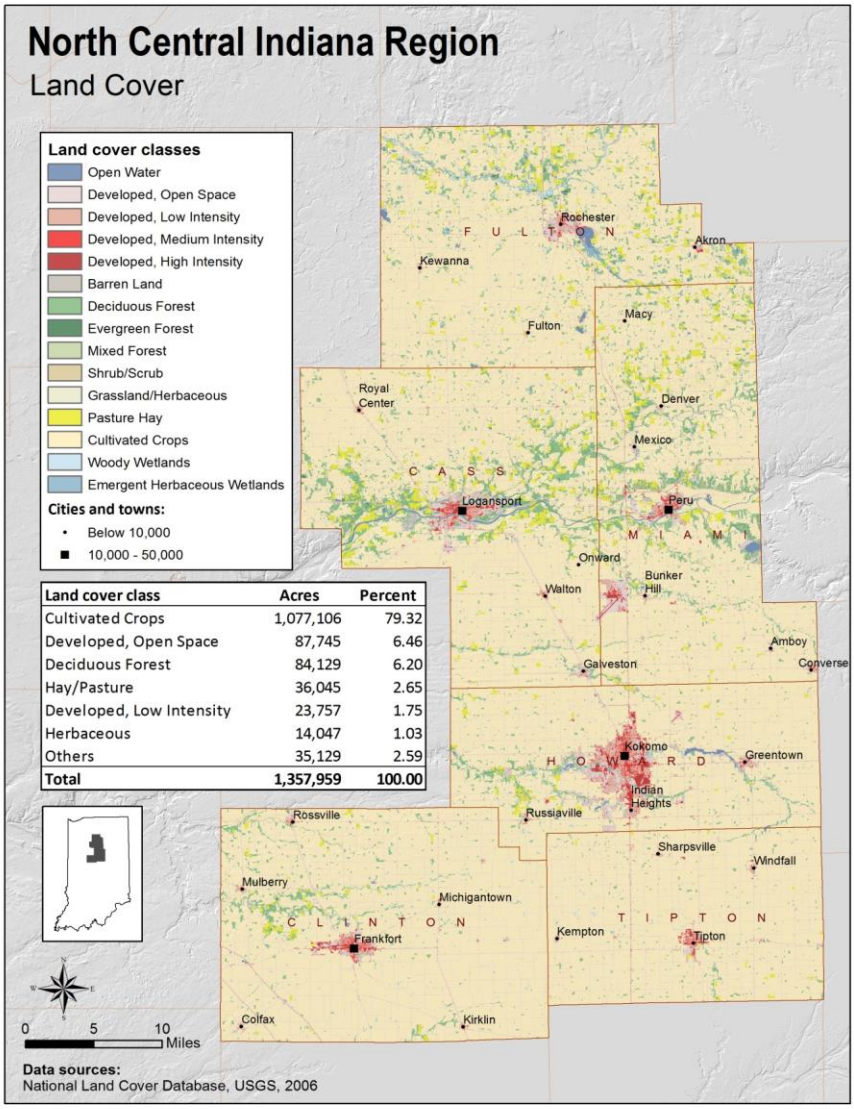


Water is one of the valuable resources of this region that affects quality of life and determines potential for industry and agriculture of this region. Ground water availability plays an important role not only as a resource for private and public drinking water supply but also as an important resource for industries that require large quantities of water for their operations. Map based on US Geological Survey data shows that the region has at least fairly good ground water conditions with yields from 100 to 200 gallons per minute (Figure 3). However, most areas have very good ground water conditions with yields from 200 to 400 gallons per minute.

Surface water resources of the region also have recreational value: Tippecanoe, Wabash and Eel rivers are listed by the Natural Resource Commission as outstanding for their particular environmental or aesthetic interest. Many parks, recreational areas, fishing sites that provide a variety of recreational activities for residents are located along these and other streams. Also, several rail trails and urban trails exist in the region and provide even more recreational opportunities (Figure 3).

LAND COVER

Dominating land cover type in North Central Indiana Region is agriculture. Lands that are used to grow crops constitute 79.32% of all area with another 2.65% used for pasture or as hay fields (National land Cover dataset, 2006; Insert Table, Figure4). Two major crops that are grown in the region are corn (51.1%) and soybeans (45.1%) with remaining crops accounting only for 3.8% of the area (Table 1). Other significant land cover types are Developed, Open Space (6.46%) and Deciduous forest (6.20%). The first category includes residential areas with green vegetation, golf courses, etc. and occurs mainly within and around metropolitan areas.



Deciduous forest once dominating Indiana landscape now confined to floodplains and small wooded patches that dot agricultural landscape (Figure 4).

Comparison of land cover data from different years (1992, 2001 and 2006) shows that most significant change was conversion of agricultural lands to urban areas due to urban development that takes place outside of all metropolitan areas. In total, 6,672 acres of agricultural lands were converted to urban areas between 1992 and 2001, and 529 acres of agricultural lands were converted to urban areas between 2001 and 2006. Figure 5 shows land cover time series for three major cities of the region: Kokomo, Frankfort and Logansport, and Figure 6 illustrates urban development around city of Kokomo in more detail.

Figure 4: Land cover of the North Central Indiana Region, 2006.

Figure 5: Land cover change for major cities of the North Central Indiana Region, 1992-2006.

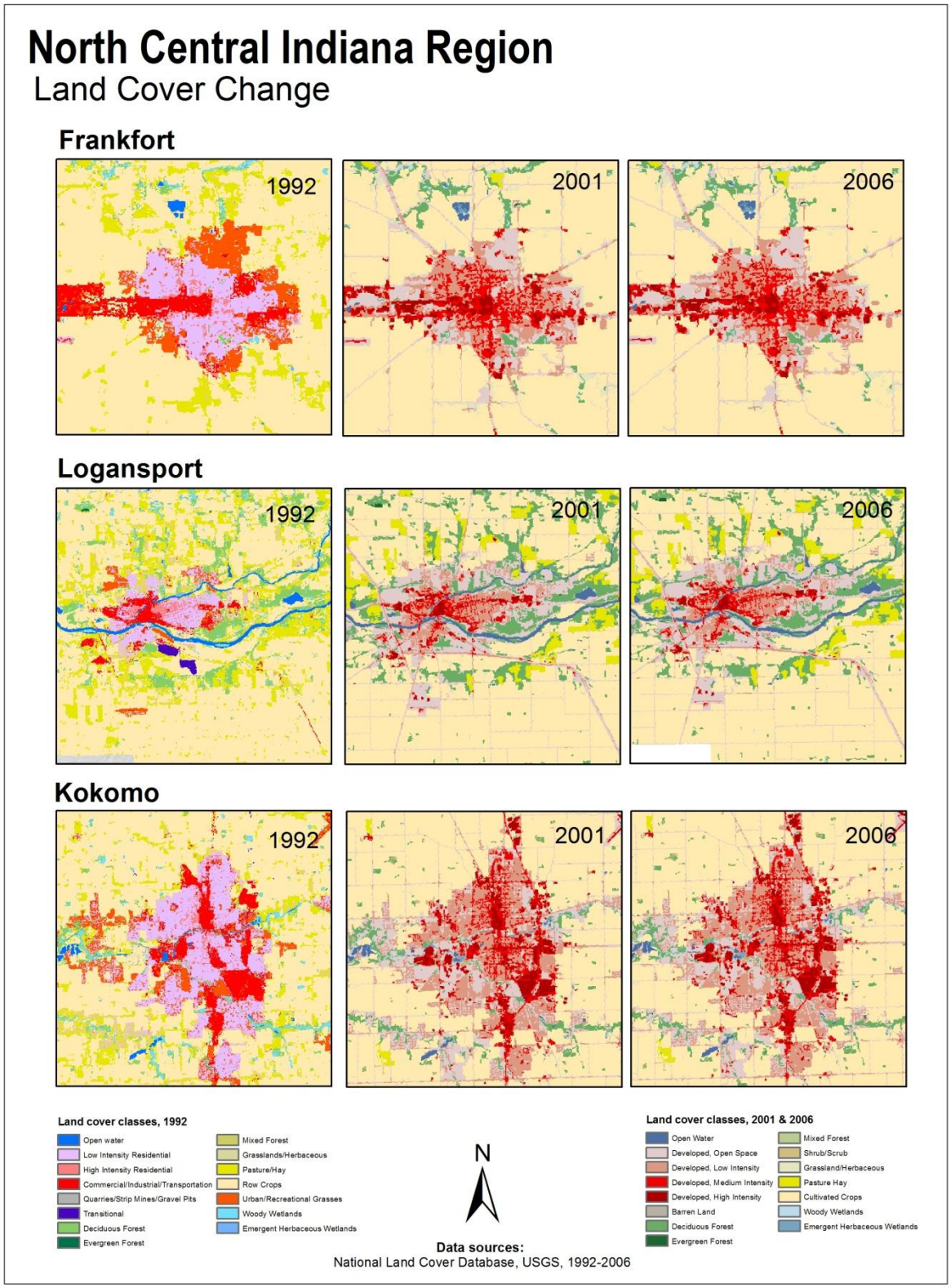
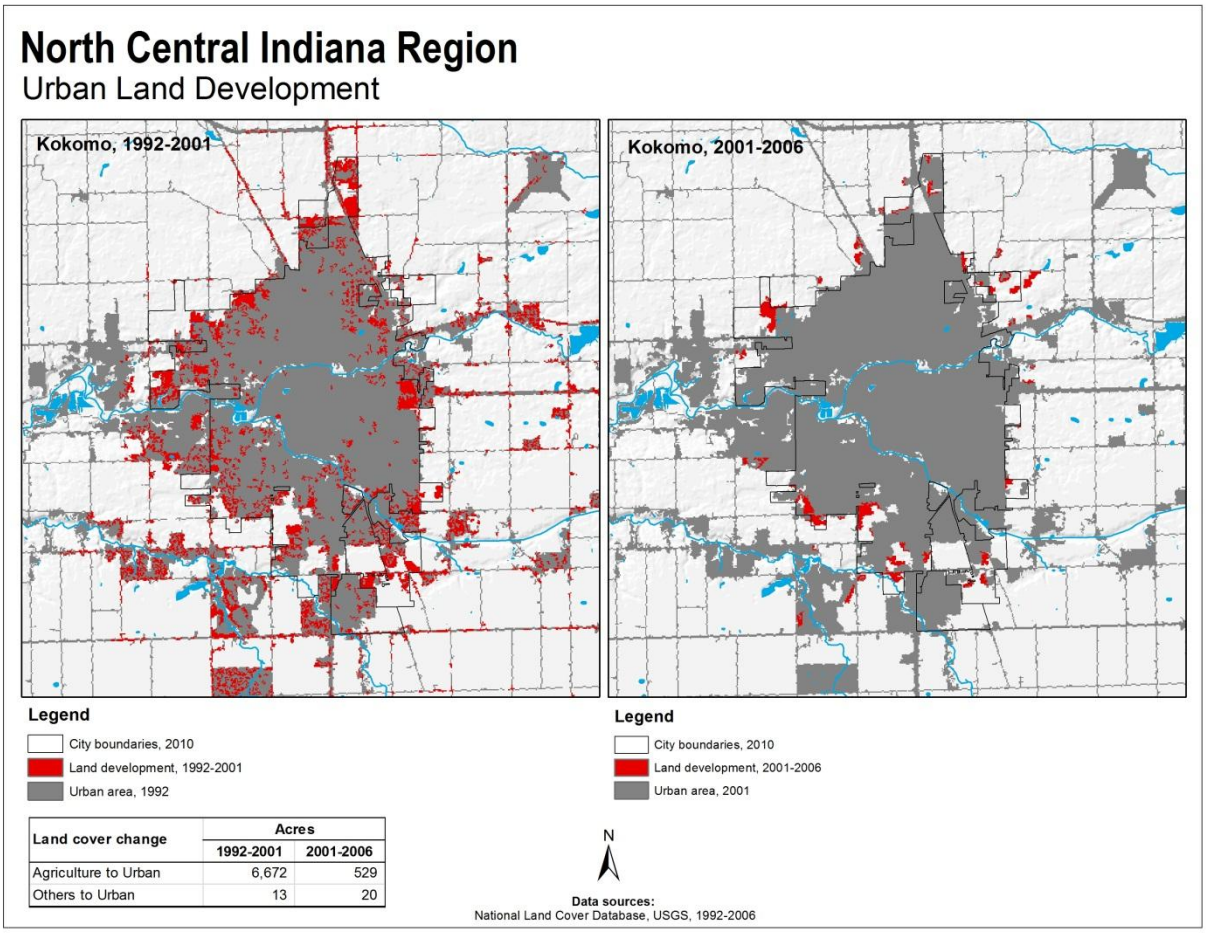


Figure 6: Urban development in Kokomo area, 1992-2001 and 2001-2006.



Land cover change	Acres	
	1992-2001	2001-2006
Agriculture to Urban	6,672	529
Others to Urban	13	20

Figure 12 NCI Region, Boundaries Map, 2010

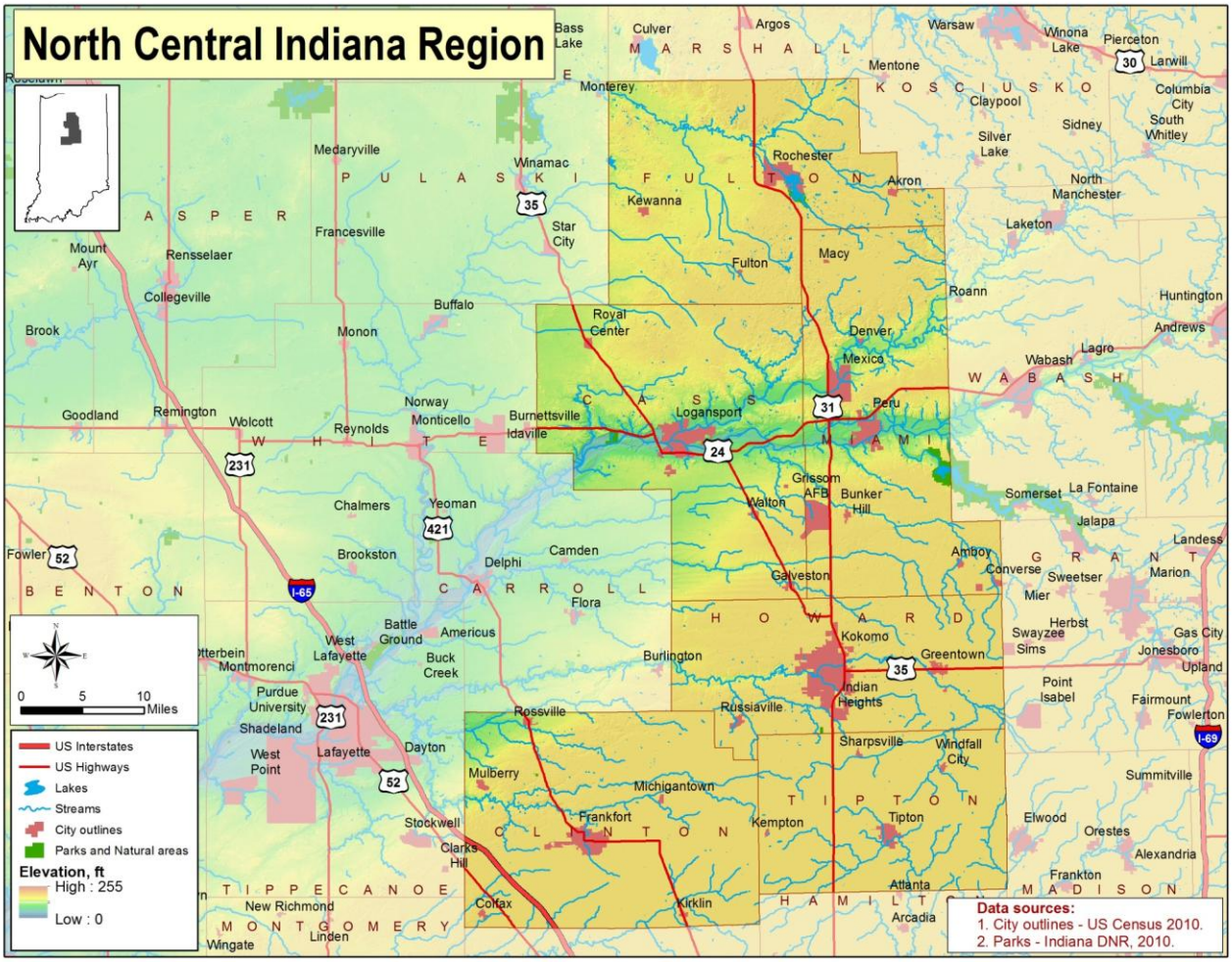
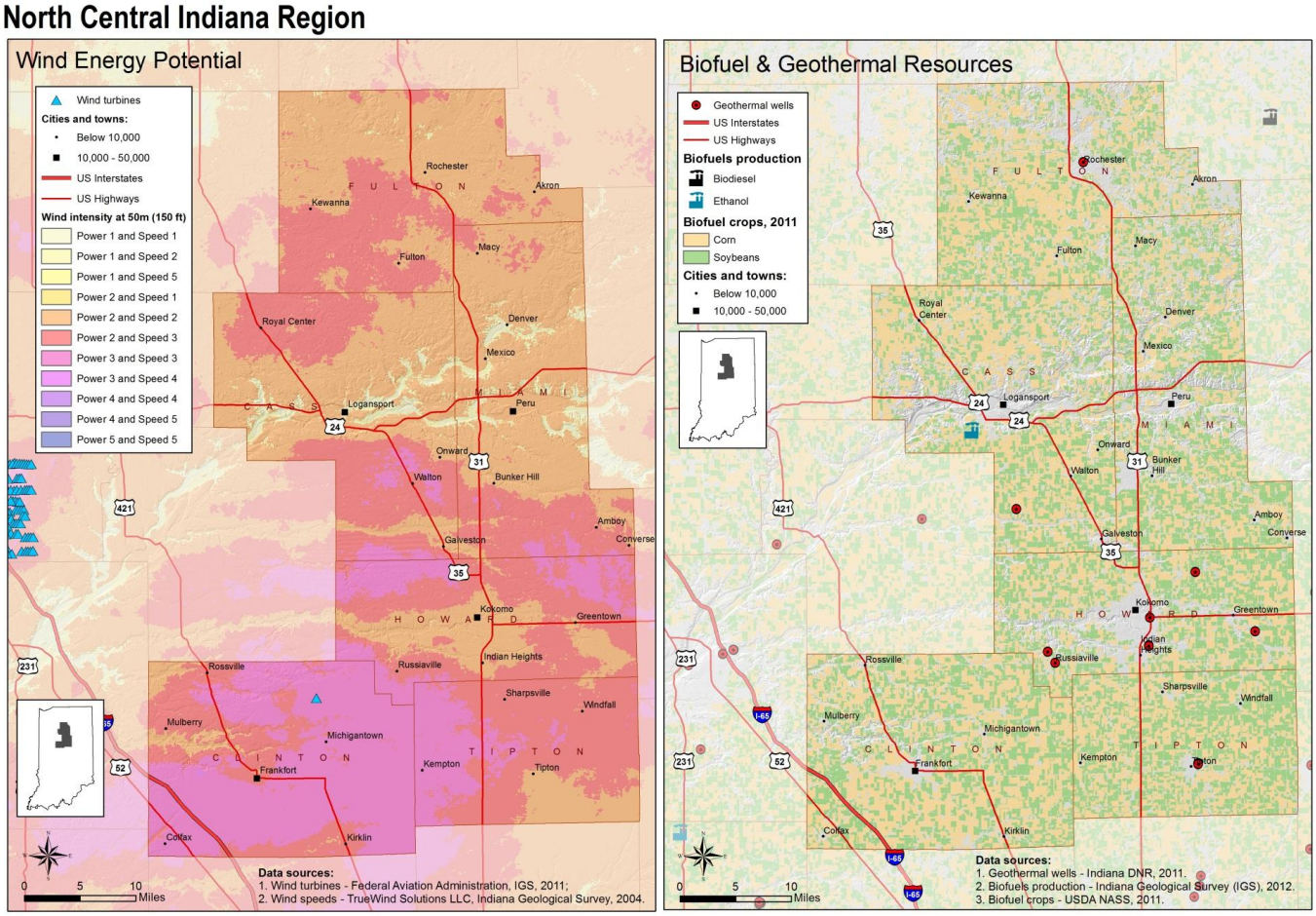


Figure 12 is a map of the NCI region. The box in the top left corner shows the region relative to the state. It is the shaded in portion. The larger map shows the counties with interstates, highways, bodies of water, and elevation. The six counties are shaded.

ALTERNATIVE ENERGY POTENTIALS

Wind energy: Wind energy is rapidly emerging as a foremost renewable energy source with wind farms commissioned in several locations in north Indiana. This map shows wind intensity at 160 ft (50 m) which is a combination of wind speed and wind power data as per National Renewable Energy Laboratory (NREL) classification system. The data for Indiana has resulted from joint research effort between TrueWind Solutions LLC and the Indiana Department of Commerce and. Majority of the region has wind power and speed above NREL class 2 which meets or exceeds the minimum recommended by NREL for wind turbines (Figure 1, left map). The central and southern parts of the region have wind conditions that are especially favorable for creating wind farms. An example of successful use of wind



resource can be found in neighboring White County (see mapped wind turbine locations near the left edge of the map) where dozens of wind turbines are in operation.

Figure 1. Wind energy potential and other alternative energy resources for the North Central Indiana Region.

Biofuel and geothermal resources: Indiana currently has 13 completed ethanol plants. The combined production of the plants exceeds 1.1 billion gallons of ethanol annually and uses approximately 431 million bushels of corn. Bioenergy is making a significant contribution to the Hoosier economy with the current production in ethanol and its byproducts worth more than $2.5 billion at current (2012) prices. Indiana is the fourth largest soybean state and now has five biodiesel plants with a combined capacity of just under 100 million gallons of biodiesel. The map shows locations of biodiesel and ethanol plants in North Central Indiana Region as well as corn and soybean fields (Figure 1, right map).

Geothermal energy: Although geothermal wells in Indiana are not used to produce electricity, they are widely used in ground source heat pump systems to heat and cool residential and commercial buildings. According to the EPA, geothermal heat pumps can reduce energy consumption—and corresponding emissions—up to 44% compared to air-source heat pumps and up to 72% compared to electric resistance heating with standard air-conditioning equipment. GHPs also improve humidity control by maintaining about 50% relative indoor humidity, making GHPs very effective in humid areas. To encourage people to use this alternative energy source Indiana has offered Residential Geothermal Heat Pump Rebate. The map shows locations of geothermal wells in North Central Indiana Region used in ground source heat pump systems (Figure 1, right map).

Transportation

Transportation Hubs & Corridors: The 6-counties north central Indiana planning region is well placed within the intercontinental transportation networks with easy access to I-65 and I-69; and I-94, I-90, and I-80; part of the NAFTA[3] Corridor Network. The region has proximity to several top ranked international gateways of USA, which are major entry and exit points for international trade (Refer to Figure 1). It has proximity to Detroit, a 6th ranked land-based international gateway with $111 billion of international trade in 2010. The Chicago airport system (O' Hare, Midway, and other airports) is within 3 hour drive and ranked 7th in USA with $ 100.7 billion of international trade in 2010. The Port Huron, another land-based international gateway, is farther than Detroit and ranked 10th in USA with $73.5 billion of international trade in 2010.

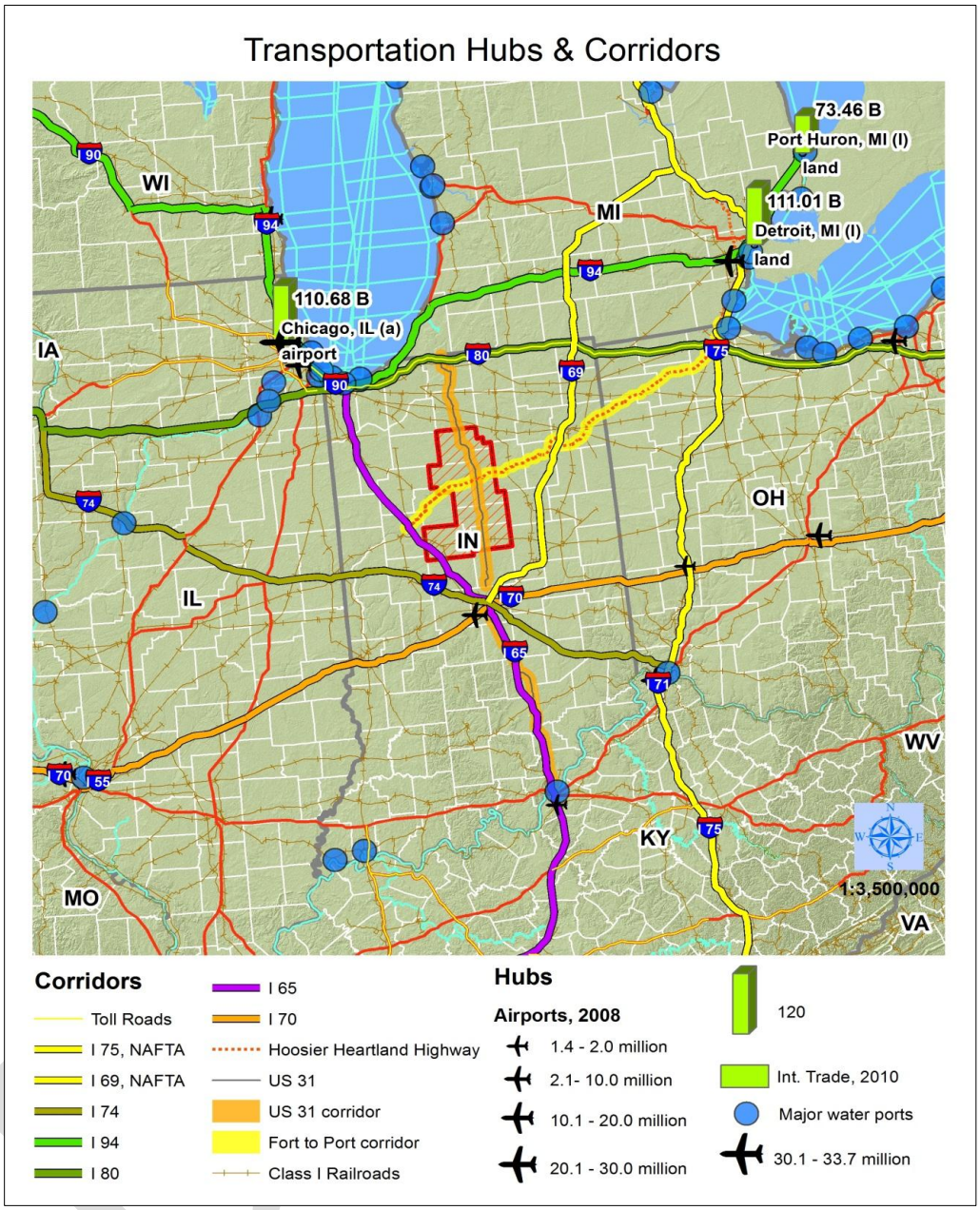
Figure 1 shows major transportation hubs and corridors in the surrounding Great Lakes region. The surrounding region has a well-established network of air, water, and surface transportation modes. The major international airports in vicinity to the north central Indiana region include Chicago, Indianapolis, Cincinnati, Louisville, and Columbus international airports. All of the airports had more than 1 million passenger enplanements[4] in 2008. Chicago O' Hare in particular, had more than 33 million passenger enplanements in 2008, making it the 2nd busiest airport in USA after Atlanta's Hartsfield Jackson International Airport. The map also shows popular water ports on the Great Lakes and inland waterways of the Illinois and Ohio Rivers. The Port of Chicago, a large port and the Indiana Harbor, a medium sized port, are located in proximity. The region has access to the Detroit, Lorain, and Toledo ports located on Lakes Huron, St. Clair, and Erie respectively. The immediate Great Lakes region is served by a network

[3] North America Free Trade Agreement (NAFTA).

[4] Enplanements are counted as ingress and egress of passengers on that airport

of Class-I[5] railroads, which include CSX Transportation, Inc., Burlington Northern and Santa Fe Railway Company (BNSF), Norfolk Southern Railway Company (NS), Union Pacific Railroad (UP), etc. In terms of freight railroad, proximity to Chicago is the biggest asset for the north central region. According to OECD, Chicago is the only freight-hub in USA where six Class-I railroads converge and the daily volume of 500 freight trains constitute 50% of the rail freight movement occurring in USA. The Center Point Intermodal Center at Joliet, IL near Chicago is one of the largest inland ports in North America. Because of its proximity to Indianapolis, the 6-counties region is within easy reach to I 65, I 69, I 70, and the I 74 interstates. Currently, feasibility studies are underway for dedicated truck lanes for Interstate 70, which will enhance the transportation and logistics advantages for the region.

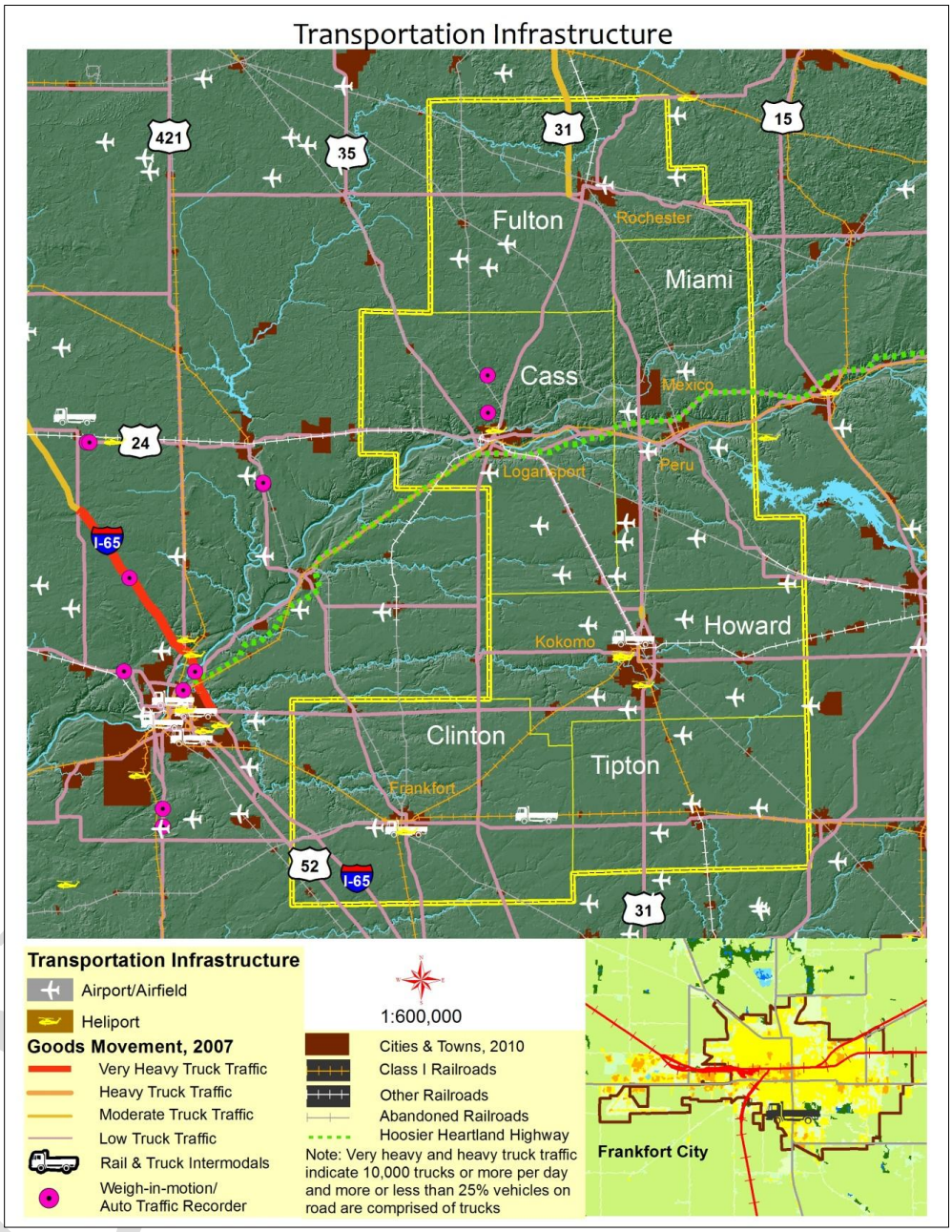
[5] Class-I railroads are large line haul freight railroad companies with annual revenues of more than $300 million



Source: National Transportation Atlas Database (NTAD), 2011; Bureau of Transportation Statistics (BTS); World Port Source

Two state-level corridors traverse the 6-counties region. The U.S. 31 intersects the region North to South whereas the planned Hoosier Heartland Corridor traverses east to west and connects I-65 in Indiana to I-75 in Ohio giving access to the Toledo Port. These four lanes, limited access arterials connect the 6-counties region to the interstate network. As per Figure 2 other transportation infrastructure available within the 6-counties region include intermodals or transfer centers between rail and trucks and vice versa at Howard and Clinton counties; several airports and airfields serving general aviation, agricultural, recreational, and defense purposes; heliports serving the regional hospitals; and Class I railroads. The NS Class I railroad passes through Howard, Clinton and Tipton counties. Other regional rail roads are passing

through Howard, Cass, and Miami counties. Major arterial roads, such as US 35, US 24, US 52, US 31, and US 25 are also crisscrossing through the 6-counties region. The region has proximity to Lafayette, which has emerged as a multimodal transportation center in the last few years. An Amtrak route passes through Lafayette. According to APTA[6], Logansport in Cass County is served by the Cass Area Transit; Kokomo in Howard County is served by the First City Rider Program and Spirit of Kokomo Senior Citizens Bus; and Rossville in Clinton County is served by the Town of Rossville Volunteer Transit. These are examples of demand responsive public transportation systems. Not every county and community has access to public transportation services and as resident population age, affordable transportation for access to medical, community, and essential services will become a necessity.



Source: National Transportation Atlas Database (NTAD), 2011; Bureau of Transportation Statistics (BTS); Freight Analysis Framework 3.3 (ORNL)

[6] American Public Transportation Association

The LEHD Origin Destination Employment Statistics (LODES) from the U.S. Census Bureau is used for mapping commuting patterns. The commuting data capture only those jobs covered under the unemployment insurance program. Howard County emerges as a significant labor market and it is revealed by its commuting linkages and connectivity to different labor markets in Indiana. Many people live in Howard County and commute to Marion, Hamilton, Miami, and Allen counties for job purposes. Similarly, many people living in Hamilton, Cass, Miami, and Marion counties commute daily to Howard County for job purposes (Refer to Figure 3 and Table 1). Howard County's "to and from" commuting linkages to Indianapolis, Fort Wayne, and Lafayette metropolitan areas reveal significance of Kokomo as residential and employment destinations. Table 2 shows the total inflow and outflow of commuters to-and-from the 6-counties region. 48,619 people were living as well as working inside the region in 2009; 24,673 people were employed inside but living outside the region; whereas, 34,343 people were living inside but employed outside the region. The 6-counties region is a net-sender of labor force than a receiver. Howard County specifically is a net-receiver of labor force as 15,493 people were employed in Howard County but living outside; 12,549 people were living in Howard County but employed outside; and 16,293 people were living and employed in Howard County in 2009. Howard County has remained an employment center within the 6-counties region.

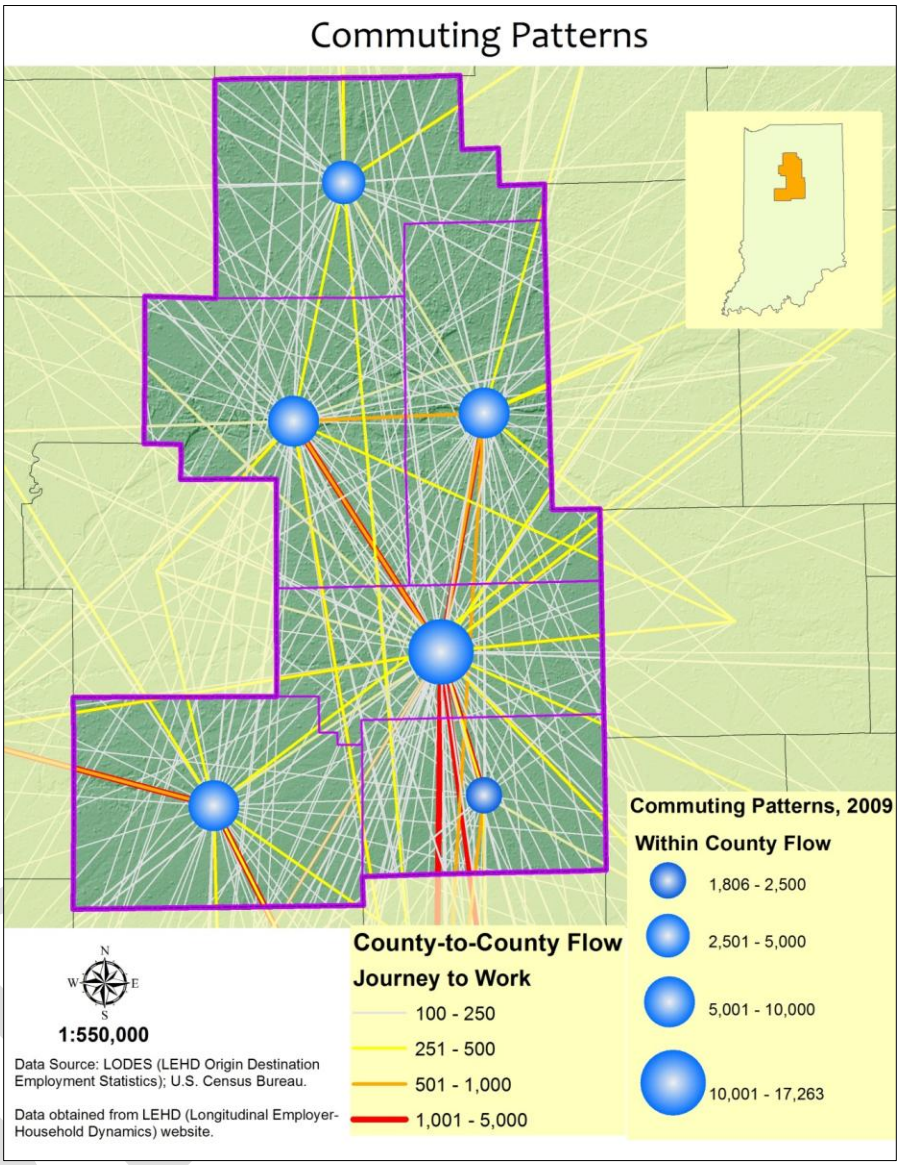


Figure 3: Commuting Patterns
Source: Longitudinal Employer Household Dynamics (LEHD), U.S. Census Bureau, 2009

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Table 1: Major Commuting Networks, 2009

Origin	Destination	Commute, 2009
Howard	Marion	3,202
Howard	Hamilton	1,630
Howard	Miami	643
Howard	Allen	573
Hamilton	Howard	1,831
Miami	Howard	1,831
Cass	Howard	1,390
Marion	Howard	1,232

Source: LEHD, U.S. Census Bureau

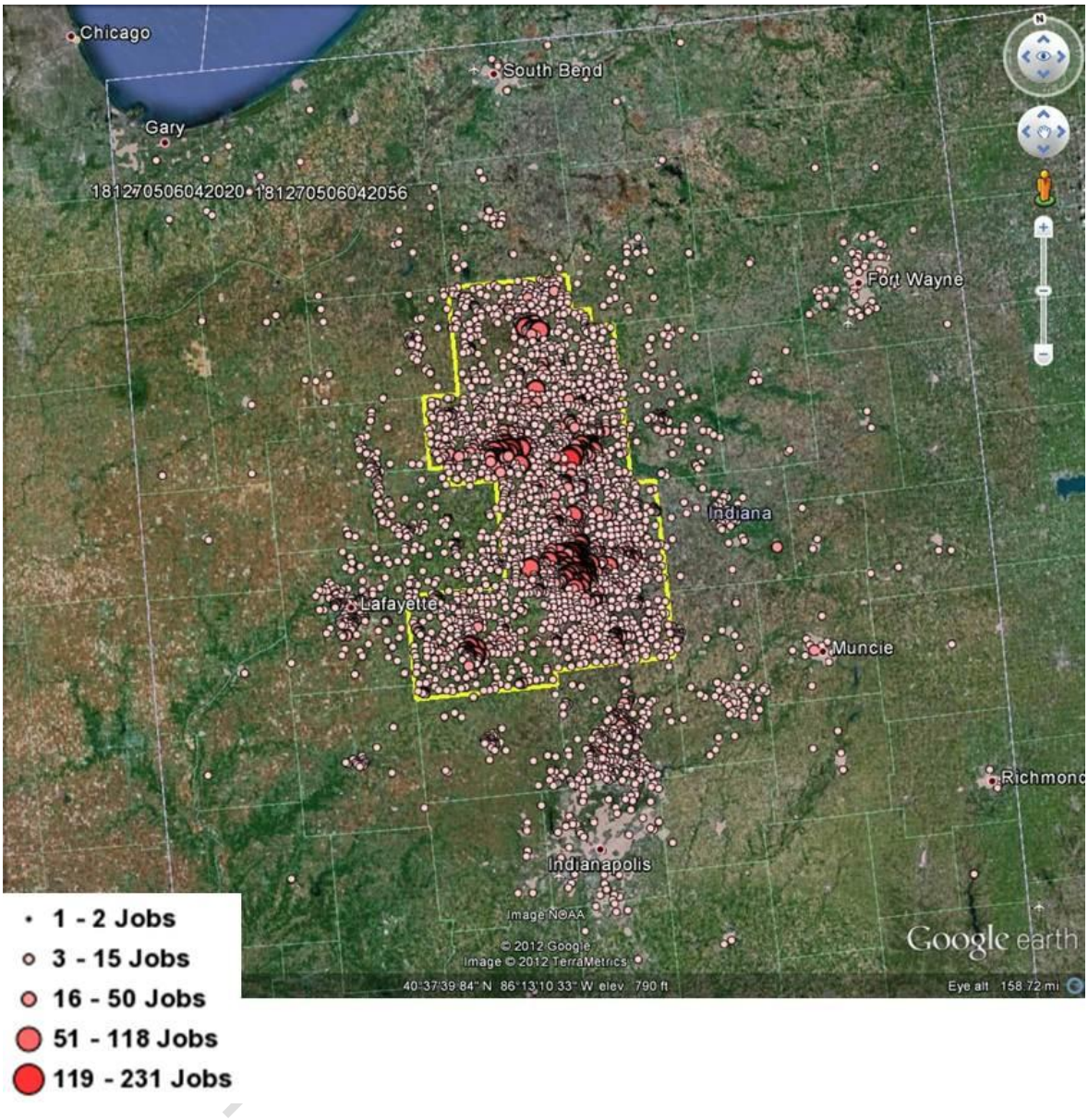
Table 2: Inflow-Outflow of Commuters, NCI Planning Region

Inflow/Outflow	Primary Jobs, 2009
Employed in NCI region	73,292
Employed in, Living Outside	24,673
Employed & Living in NCI region	48,619
Living in NCI region	82,962
Living in, Employed Outside	34,343

Source: OTM, LEHD, U.S. Census Bureau

The census block groups from where laborers are commuting to work within the 6-counties region are shown as a bubble map. As can be seen, workers are commuting from as far as Gary and South Bend to work in the region

Figure 4: Laborshed of 6-counties North Central Indiana Region, 2009



Source: OnTheMap, LEHD, U.S. Census Bureau, 2009; and Google Earth

ANALYSIS OF PROBLEMS AND OPPORTUNITIES

North Central Indiana is an optimal place to do business relative to the rest of the state and the country. In addition to its short distance from major airports and water ports, the region can be accessed directly by US 31, the Fort to Port Corridor, and I-65, which all run through it. This air, water, and land accessibility will increase with the construction of the US 31 Corridor and Hoosier Heartland Highway. This location is also valuable for its resources. The biofuel and wind energy potential enhance the opportunity for the NCI region to attract businesses with jobs of the future.

Many of the problems and opportunities identified in preparation for the CEDS are related to making this region attractive not only for its location, but because of its educated, skilled population and quality of life. The region is on a good trajectory in this respect. Although the number of people living in the region decreased since 2000, the number of people who have obtained education beyond a high school degree has increased in every category (some college, Associate, Bachelor's, or advanced degree). This might increase still by bringing college classes from the various state colleges and universities to downtown locations in the region. Another innovative idea to this end is strengthening the elementary, middle, and high school programs to be geared toward regional professional development. This could prevent the problem of talent leaving the region to find work elsewhere. A common discussion in the process involved bringing employers and educators together in programs to understand challenges and to discover more effective ways of working together.

Attracting individuals, especially young professionals, to these communities is another area of concern. Through the CEDS dialogue, ideas were proposed that could largely fix this issue, such as developing downtown areas, improving activities outside of work, and renovating housing. By identifying the problems and opportunities that follow, these communities have already taken a major step to a bright future.

After an assessment of each county, the following emerged as shared areas of problems and opportunities and the strategic focus for the 2012 CEDS.

1) **Workforce Development and Education**
2) **Quality of life including downtowns, transportation, and other infrastructure**

Workforce Development Problems and Opportunities

Strengthening the workforce of the North Central Indiana Region will both improve the businesses that are currently in the region and increase the chances of new businesses locating in the region. One of the main mechanisms proposed to accomplish this is education. By establishing the needs of local industries and educating students for jobs of the future, the developed knowledge base in the new generation of workers will be an asset to the community. It will also address the problem of the educated workforce leaving the community to seek employment elsewhere because their skills will match positions within the community. This is captured by the following problems proposed in community meetings:

- Educated youth leaving community
- Aging workforce
- Disconnect between youth and available jobs
- Generational poverty chain

The decision to act on these problems will create the following opportunities for communities:

- Better educating toward life
- Better educating toward better paying jobs
- Getting employers more involved in schools
- Getting educators to see what businesses need
- Instilling hope for young people
- Promoting technical education within school systems
- Encouraging students to pursue diplomas and value education
- Encouraging growth of skilled trades workforce
- Keeping talent in community
- Diversifying economic base from automotive industry
- Identifying and developing programs that articulate future jobs
- Attract businesses that might attract young professionals
- Encourage workforce to prepare for future jobs
- Enhance education opportunities that are already available
- Establish collaborative efforts between workforce programs, education programs, and others
- Continue to support and enhance education for kids
- Continue to support and enhance education for adults
- Attract investment to improve tax base so service cuts aren’t a solution
- Attract more companies that require a more educated workforce to locate in communities
- Partner with schools to do project-based learning/New Tech, or more innovation

Quality of Life Problems and Opportunities

In order to draw in new businesses and keep talent in the region, it is important to make it as attractive as possible. While acting on the workforce development and education opportunities will help, promoting and improving the quality of life would be beneficial. The following quality of life problems currently exist:

- Drug abuse
- Gangs
- Housing
- Not unique
- Highways (coming into town are not all attractive)
- Eyesores in city and county
- Water, wastewater, combined sewer overflow infrastructure
- Need for improved space for downtowns and increasing capacity (growing business to occupy that space)
- Truck traffic (through town)

In order to fix these problems and develop further, the community can act on the following self-identified opportunities:

- Attract more amenities for young professionals
- Attract families to restore existing housing
- Encourage property owners to raise standards
- Possible tax abatements to property owners to retrofit (once single family homes that are now multi-family) to single family
- Attract industry management to live in community
- Create better pedestrian traffic downtown
- Make (downtowns) a destination
- Create community theme
- Create more activity/change vibe
- Connect members of community to each other
- Identify priority areas for water, wastewater, CSO upgrades
- Create exemplary customer service experience
- Use festivals and amenities to promote awareness of quality of place and enrich own lives
- Use arts communities to promote awareness of quality of place
- Support and promote hospital as a regional asset
- Leverage trail and recreational opportunities
- Attract businesses that might attract young professionals
- Incent developers or owners to invest in downtown improvements
- Attract entrepreneurs and small business owners into downtown properties
- Attract diverse business downtown
- Need for more lodging accommodations, restaurants, and anchor store could be met to create jobs in community
- Encourage young families to live in (community) (stay in or come to)

- Attract affluent retirees
- Attract more people to live in (community)
- Could market school system more effectively

GOALS AND OBJECTIVES

The 2012 Comprehensive Economic Development Strategy identifies Workforce Development and Education and Quality of Life as strategic focus areas. The following goals and objectives will lead to increased opportunities for communities within the region.

1) **Prepare and develop workforce for the jobs of today and the jobs of tomorrow, while intentionally attracting and retaining talent**
2) **Improve and further develop downtown space and demand capacity**
3) **Maximize the potential of the air and highway transportation infrastructure**
4) **Provide quality infrastructure to residents and businesses**

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

North Central Indiana has a history of regional collaboration and building multi-jurisdictional partnerships to enhance economic development opportunities and to improve the quality of life throughout the region. Recent activities include:

The North Central Indiana Economic Development Partnership (NCIEDP) is the informal organization of the local economic development organizations from the six counties (Cass, Clinton, Fulton, Howard, Miami, and Tipton). NCIEDP has been in existence for 25+ years working together as a region long before regionalism was recognized as an economic development strategy.

In 2011, the City of Kokomo in Howard County and the City of Marion in Grant County formed the Midwest Automotive Loop. Both communities have strong ties to the automobile industry, and this collaborative effort seeks to capitalize on the region's strengths including:

- Home of two of the largest American automotive companies and North America's largest automotive parts supplier;
- Home to dozens of supply-chain manufacturers, electronic parts developers as well as research, development and testing laboratories;
- Highly trained, international workforce;
- Presence of Indiana Wesleyan, Indiana University, Purdue University, two Ivy Tech Community College campuses and several vocational education programs - which collectively offer dozens of degree and certification programs;
- Ease of access to Interstate 69 and new U.S. 31 Corridor;
- Two municipal airports; and
- History of innovation – from America's first commercially produced automobile to the region's high number of patents per capita.

Another example of regional cooperation is the 2012 Regional Air Transportation Study in which three cities (Kokomo, Marion and Peru) and two economic development organizations (Greater Kokomo Economic Development Alliance and Miami County Economic Development Authority) joined together

to assess the diverse aviation needs and the future transportation and economic goals of the region. The transportation working group is in the process of identifying and implementing action steps in response to the strategies outlined in the report.

The region received three grants totaling over $1.6 million in 2012 from the U.S. Environmental Protection Agency (EPA) from the Brownfields Assessment Grant program. These grants were awarded to coalitions comprised of at least three separate units of local government. Clinton and Howard counties established intra-county coalitions and the City of Logansport, City of Rochester and Fulton County formed the third coalition. The grant funds will assist communities to inventory, characterize, assess, and conduct planning (including cleanup planning) and community involvement related to the redevelopment of Brownfield sites.

Indiana University Kokomo (IUK) has received national recognition on its Regional Transformation Initiative. The campus has held multiple events over the past two years engaging elected officials and community leaders to consider regional planning in economic development, and to discuss the triple helix of government, business, and education working together. IUK released a regional benchmarking study in 2011, which includes a comparison of the region to 13 peer communities from across the U.S., to assess how North Central Indiana has fared over the last decade.

The Office of Community and Rural Affairs with some local community leaders and Ball State University are working to develop an introduction economic development training course for K-12 teachers. A pilot program is expected to be offered the fall of 2012. The program will include basic concepts and strategies of community and economic development and the critical role that schools and teachers play in that effort.

STRATEGIC PROJECTS, PROGRAMS, AND ACTIVITIES

The communities of North Central Indiana have long-term strategies and annual work-plans to guide local community economic development efforts. These are in line with state economic development strategies. The 2012 North Central Indiana Comprehensive Economic Development Strategy will supplement the existing local economic development strategies.

Cass County's Logansport Economic Development Foundation Work Plan includes initiatives related to the following areas:

- Workforce Development;
- Regional Planning;
- Business Planning and Finance;
- Industrial Park Development;
- Brownfield Redevelopment;
- U.S. 24 Hoosier Heartland Corridor; and
- Infrastructure.

Clinton County Economic Development's strategic initiatives include the following:

- Brownfield Redevelopment – Railroad Roundhouse
- I65 and U.S. 28 Corridors
- Downtown Development
- Workforce Development – IVY Tech
- Leverage Industrial Park
- Fiber Optic Infrastructure

Fulton County Economic Development Corporation's Strategic Action Plan includes initiatives related to the following areas:

- Business retention, expansion and attraction;
- Entrepreneurial Development;
- Infrastructure;
- U.S. 31 Corridor; and
- Education and Workforce Development.

Greater Kokomo Economic Development Alliance's 2012 Work Plan includes initiatives related to the following areas:

- Business retention, expansion and attraction;
- Midwest Auto Loop;
- Downtown Redevelopment;
- Leverage Inventrek's assets and capacities;
- Brownfield Redevelopment; and
- U.S. 31 Corridor.

Miami County Economic Development Authority's Economic Development Strategy identifies the following strategic areas:

- Business retention, expansion and attraction;
- Workforce Development;
- Capitalize on Community Assets;
- Leverage existing industrial parks; and
- U.S. 31 Corridor U.S. 24 Hoosier Heartland Corridor.

Tipton County Economic Development Organization's Work Plan includes the following strategies:

- Agribusiness Development;
- U.S. 31 Corridor;
- Business retention, expansion and attraction; and
- Quality of life initiatives.

The 2012 North Central Indiana CEDS identifies two strategic areas as economic drivers for the region: Workforce and Education Development, and Quality of Life. Indiana's strategic economic development

plan – Accelerating Growth – calls for regional economies to build a future for economic progress. The goals and objectives identified in this document are consistent with local and Indiana's growth strategies.

PLAN OF ACTION

It is recommended the six counties of North Central Indiana move to establish a formal regional development organization to be responsible for the implementation and administration of the 2012 CEDS. The regional organization would serve the local units of government by providing strategic leadership, encouraging intergovernmental cooperation, serving as a liaison to state and federal agencies and building civic partnerships. Multiple organizational structures have been identified and an estimated start-up budget has been developed by the economic development organizations from the six counties. The next step, should the elected officials decide, is to determine the structure and financial commitment that best serves the units of local government then enter into an inter-local agreement to form the organization.

Sans a regional development organization, the implementation of the goals and objectives set forth in the 2012 CEDS and the administration of the document will be the responsibility of the elected officials, economic development organizations and community organizations within the six counties of North Central Indiana.

Goal One: Prepare and develop workforce for the jobs of today and the jobs of tomorrow, while intentionally attracting and retaining talent

Initiative 1: Compile Regional Workforce Development Data

- Inventory skills required for existing occupations and future growth occupations
- Identify available training programs and gaps needed to meet the needs of the region
- Conduct semi-annual meetings with Workforce Development Boards, economic development organizations and universities to develop programs to meet the needs
- Develop economic development training for primary school systems.

Initiative 2: Leverage Existing Resources and Programs

- Develop a coordinated regional support system for workforce and entrepreneur development maximizing programs offered through SBDC's, Workforce Boards, and universities
- Strengthen relationships between local organizations and state and federal agencies
- Collaborate with the Midwest Automotive Loop to attract new talent and investment.

Goal Two: Improve and further develop downtown space and demand capacity

Initiative 3: Develop Connectivity of Downtowns throughout the Region

- Establish a regional downtown working group comprised of local Main Street organizations, Chambers and business associations
- Create webpage on regional website linking downtown opportunities
- Create a database of locally produced goods, events and festivals.

Goal Three: Maximize the potential of the air and highway transportation infrastructure

Initiative 4: Develop transportation infrastructure to improve the quality of life and enhance economic growth

- Identify transportation priorities within each community
- Collaborate with the US 31 Coalition and Hoosier Heartland Industrial Corridor
- Develop regional strategic plans for main transportation corridors.

Initiative 5: Develop a regional air transportation strategy to leverage existing assets and maximize current market niches

- Establish a air transportation working group comprised of local airport officials, elected officials and economic development organizations
- Develop strategic action plan(s) for the communities that participated in the Regional Air Transportation Study
- Engage State Legislatures to establish innovative taxing district to encourage collaboration on regional impacting projects.

Goal Four: Ensure quality infrastructure to meet the needs of residents and businesses throughout the region

Initiative Six: Work with communities throughout the region to identify priority areas for regional infrastructure projects

- Identify regional infrastructure projects that are in the planning or pre-planning stage
- Assist elected officials to allocate and locate resources to implement regional priority projects
- Create a multijurisdictional stormwater drainage working group.

PERFORMANCE MEASURES

The elected officials, economic development organizations and community organizations within the six counties of North Central Indiana will have the primary responsibility for monitoring an evaluating the progress of the 2012 CEDS.

The monitoring and evaluation process will include the following activities:

- Elected officials and economic development organizations will monitor all action strategies on a monthly basis.
- Elected officials and economic development organizations will facilitate annual meeting to update the CEDS.
- The CEDS Committees from each of the six counties will meet annually to review the progress of the regional strategy and to make recommendations for improvement.
- The CEDS Committee will review the CEDS progress by the following criteria:
  - Which Initiatives were implemented?
  - Were Action Steps implemented?
  - What obstacles were encountered?

- What work is on-going?
- What changes should be made to facilitate progress next year?

- The CEDS Committee will also evaluate the progress of the CEDS in terms of the improvement in terms of:
  - Workforce and Education Development:
    - What new programs for workforce development have been made?
    - What improvements in the region's education levels have been made?
    - What new programs have been implemented as a result of the collaboration efforts?
  - Quality of Life:
    - What new infrastructure projects that improve quality of life were implemented?
    - What improvements in the region's downtowns have been made?
    - What improvements in regional income have been made?
  - Business Success:
    - What businesses have expanded?
    - What businesses have relocated?
    - What new investments have been made?
- Following the annual CEDS Committee meetings, the elected officials and economic development organizations from the six counties will update the CEDS; make the report available for public review; and submit the 2013 CEDS update to the EDA for approval.

Appendix A

North Central Indiana CEDS Committee Roster

Appendix A North Central Indiana CEDS Committee Roster

2012 North Central Indiana Comprehensive Economic Development Strategy Committee

	Name	Organization
1	Dave Arnold	Cass County
2	Dick Dilling, Jr	Dilling Group
3	Brad Johnson	Johnson Insurance Agency
4	Ben DeHaven	Dehaven Soil Service
5	Bruce Ide	Whallon Machinery Inc
6	Jeff Tevis	Whallon Machinery Inc
7	Julie Ashmore	LEDF
8	Brian Shafer	Chamber of Commerce
9	Angie Barry	Salin Bank
10	Ted Franklin	City of Logansport
11	Chris Armstrong	City of Logansport
12	Paul Hartman	Logansport Utilities
13	William Beard	Clinton County
14	Larry Rule	Rule Enterprises
15	Rick Gunyon	Eli Engineer
16	Donald Stock	Stock Laundry
17	Kim Dahmen	Dahmen CPA
18	Tom Crawford	St Vincent Frankfort Hospital
19	Shan Sheridan	Clinton County Economic Development
20	Jack Ransom	Kramer Lumber
21	Tony Del Real	Del Real Auto
22	Brad Cunningham	Farmers Bank
23	Barth Hendrickson	BDMD Architects
24	Chris McBarnes	City of Frankfort
25	Melinda Kamp	Town of Akron

26	Angie Deming	Republic First National Corp
27	Mark Rodriguez	Fulton County
28	Ben Woodcox	Beacon Credit Union
29	MacKenzie Breitenstein	Breitenstein Law
30	Terry Lee	Fulton County Economic Development
31	Caroline Foster	Workforce Development
32	Mark Smiley	City of Rochester
33	Jeb Conrad	Greater Kokomo Economic Development
34	Laura Sheets	Duke Energy
35	Mike Ward	American Water
36	Jim Allendar	Howard Regional Health System
37	Mark Comerford	Haynes International
38	Brad Clark	Chrysler Group, LLC
39	Jim Brannon	City of Kokomo
40	Ralph Baer	City of Kokomo
41	Rex Gingerich	McGonigal
42	Steve Hartwig	GM Components Holdings
43	Kathy Young	St Joseph's Hospital
44	Jill Dunn	Bona Vista
45	Josh Francis	Miami County
46	Jane Lilley	Miami County
47	Jim Tidd	Miami County Economic Development
48	Gene Miles	1st Farmers Bank and Trust
49	Mike Bakehorn	American Stationery
50	Joe Kinney	Snavely Machine
51	Chuck Brimbury	Peru Community Schools
52	Larry West	Workforce Development
53	Jackie Gray	Peru City Clerk
54	Theresa Murphy	Ivy Tech Administrator

55	Ray Moscowitz	Retired Newspaper Editor
56	Jim Walker	City of Peru
57	Troy Cloum	Tri-County School Corp
58	Bob Edinger	Tipton County
59	Larry Whitesell	Tipton County
60	Jeff Hoover	Boettcher America Corp
61	Phil Heron	Tipton County Commissioner
62	Jim Woolf	ITT
63	Don Havens	Tipton Mayor
64	Steve Edson	County Planner
65	Ron Warren	Ramsay Solutions
66	Martha Heron	Heron Real Estate
67	Jan Smith	Tipton EDC
68	Mike Cline	Tipton County
69	Joe VanBibber	Real Estate Development
70	Linda Williamson	Consultant
71	Penny Lee	Indiana University Kokomo
72	Steve Daily	Ivy Tech

2012 North Central CEDS Meeting Schedule		
Date	**County**	**Location**
31-Jan	Fulton County	Fulton County Library
2-Feb	Miami County	MCEDA, Grissom
7-Feb	Howard County	Inventrek
15-Feb	Fulton County	FEDCO
16-Feb	Miami County	MCEDA, Grissom
21-Feb	Howard County	Inventrek
28-Feb	Clinton County	Chamber of Commerce
29-Feb	Tipton County	Tipton County Community Foundation
13-Mar	Clinton County	Chamber of Commerce
15-Mar	Tipton County	Tipton County Community Foundation
20-Mar	Cass County	LEDF
3-Apr	Cass County	LEDF
1-May	NC Region	Indiana University Kokomo
4-May	NCIEDP	FEDCO
22-May	Miami County	MCEDA, Grissom
29-May	Cass County	LEDF
7-Sep	NCIEDP	Tipton
26-Oct	NC Region	Indiana University Kokomo

Appendix B

Regional Prioritization Model for Infrastructure and Development Investment

Appendix B:

Regional Prioritization Model for Infrastructure and Development Investment

Michael J. Hicks
Srikant Devaraj
Center for Business and Economic Research
Ball State University
Muncie, Indiana

Introduction

Regional economic development efforts usually require the prioritization of projects between communities within a broader region. This is often a difficult task as infrastructure requirements have competing needs such as water quality, environmental remediation and in the promotion of economic development. While this process cannot be devolved entirely from the judgment of policymakers, a quantitative and transparent prioritization model offers to improve the decision making process of infrastructure prioritization. This report outlines the development of an infrastructure prioritization model which has been employed in the north central Indiana region and can be widely adapted by economic development regions in the United States.

Description of Project

An individual infrastructure or economic development investment, such as a water, sewer, or roadway upgrades influences not only the direct beneficiaries of the service but also the economic development opportunities in the region. This is particularly true under two conditions: when the level of existing infrastructure materially restricts the expansion or retention of new economic activity or when the investment materially influences the quality of life of residents.

Most communities possess important infrastructure priorities. When these priorities are aggregated to a larger region (REDO/RDA) it becomes difficult to objectively evaluate which projects have the greatest regional impact. This report outlines the development of a decision support model in which an objective regional ranking process was applied to each investment across a multi-county region. This process is designed for decision support to regional policymakers as they consider investment across competing, but worthy alternatives.

The Decision Support Model

Modeling efforts to prioritize particular infrastructure investments cannot be divorced from decision making within a political process. However, the human element of decision making can be aided through

the development of a decision support tool which uses existing data on a community and project, along with a statement of the priorities of a community to calculate those projects with the largest impact. This type of approach allows for a more objective ranking of projects, from which determination of factors outside the scope of the model can then be undertaken.

To craft this model we construct a three step process. The first step involves a prioritization model based upon factors which are not directly part of a human decision making process. These are fixed factors about the region or process itself, that do not change at any point in time. These would include such factors as county level economic conditions and project type, funding source, and other project specific details. These factors are either the actual data (such as educational attainment or poverty rate), a yes/no question (such as is this a sewer project, or is the project part of the regional CEDS plan) or a modified Likkert Scale ranking such things as its level of improvement in expanding a water system, or in reduced overhead costs for local government. These data are either collected from secondary sources (the county economic data) or through a spreadsheet or online survey tool.

The second step is to construct a weighting tool based upon the community priorities: environmental improvements, economic development, quality of place, public safety, sustainable growth or government efficiency. This allows policy makers in a planning/board meeting setting to rank projects by factors that are most important to the community. This step also allows REDO/RDA boards to compare projects across a spectrum of categories which have been selected by them in their strategic planning process.

Importantly, all the variables considered, from regional poverty rate to response time reductions for emergency vehicles were derived from an exhaustive census of Indiana's CEDS plans in early 2009. These are the factors used today across Indiana to rank projects qualitatively. This project simply adds a quantitative tool to support prioritization.

The third step is to rank projects at the county and regional level with respect to the fixed factors regarding each community and project, adjusted for county priorities. This step ranks each potential investment by category and overall impact. This impact will be translated into a numeric ranking which will be scaled by the cost of the investment.

The Fixed Factors

The first set of fixed factors are county specific economic conditions. These conditions are ranked from secondary data, and each county is provided a relative score in each category, from which a composite ranking (weighted average score) is derived.

Local Economic Factors	Ranking Scale
Unemployment	ranking (1-N, by County)
Median Income	ranking (1-N, by County)
Education Break-Down	ranking (1-N, by County)
Manufacturing Job Base	ranking (1-N, by County)
% Population 65+	ranking (1-N, by County)
Poverty Rate	ranking (1-N, by County)
Commuting Patterns	ranking (1-N, by County)
Median Home Value	ranking (1-N, by County)

These factors are common to all projects, while the remaining categories may or may not apply to each specific project. The second fixed ranking component evaluate each project are its impact on environmental improvements, as calculated by both a Likkert and yes/no scale.

Environmental Improvements	Ranking Scale
Access to Water Supplies	1-5
Add Value To Agricultural Areas	1-5
Consideration For Current Geographic Environment	1-5
Sewage Capacity Expansions	0-1
Sewage Line Extensions	0-1
Storm Drainage Improvements	0-1
Residential Water Project	0-1
Commercial Water Project	0-1

Investments in economic development, quality of place and public safety comprise the following three areas of consideration.

Investment in Economic Development	Ranking Scale
Residential Development Support	1-5
Infrastructure Improvements for Industrial Areas	1-5
Job Creation	1-5
Taxing Unit Can Afford Additional Cost Of Development	1-5
Supports Private/Public Partnership	0-1

Quality of Place	Ranking Scale
System Expansion	1-5
Congestion Control	1-5
Utilization of Excess Capacity	1-5

Public Safety	Ranking Scale
Welfare of Residents	1-5
Transportation Safety	1-5
Community Services Improvements	1-5

Sustainable growth and government efficiency comprise the final two categories.

Sustainable Growth	Ranking Scale
Job Retention	1-5
Population Growth	1-5
Access for Expansion	1-5

Government Efficiency	Ranking Scale
Reductions in Sewage Rates	1-5
Reductions in Response Times (Emergency Services)	1-5
Reduced Overhead	1-5
Reduced Utilities Consumption	1-5
Multi-Municipality project	0-1
Multi-County project	0-1

For each project, in each county, this process requires the collection of data on specific projects. While some of the questions are wholly objective, the presence of a Likkert scale allows local officials to evaluate individual projects based on how well they fit the criterion outlined above. The collection of this data is necessary for ranking, but not sufficient for ranking projects. In addition, each community must rank its priorities across the spectrum.

Community Priorities

The data on each county and project for consideration is not sufficient to make a prioritization of individual projects. Each community must also rank its priorities with respect to one another. So, each community will be asked to prioritize each area: environmental improvements, investment in economic development, quality of place, public safety, sustainable growth and government efficiency. These priorities will be weighted, since the rankings would otherwise over represent the level of priority differences across each category. A sample of this ranking appears below:

sample rankings		
	weighting	raw ranking
Environmental Improvements	60%	3
Investment in Economic Development	90%	1
Quality of Place	75%	2
Public Safety	45%	4
Sustainable Growth	30%	5
Government Efficiency	15%	6

The combination of region priorities and county and project specific data permit a calculation of project priorities, as appears below:

Project Ranking Example

	Economic Factors Score	Environmental Improvements Score	Example sub-category rankings for Economic Development: Residential Development Support 1-5	Infrastructure Improvements for Industrial Areas 1-5	Job Creation 1-5	Taxing Unit Can Afford Additional Cost Of Development 1-5	Supports Private/Public Partnership 0-1	Investment in Economic Development Score	Quality of place Score	Public safety Score	Sustainable Growth Score	Government Efficiency Score	County's Composite Score	EDD's Composite Score
Industrial Park 150+ acres	4.80	2.50	0	0	0	0	0	0.50	0.00	0.00	0.00	1.00	**1.91**	**2.51**
Infrastructure	4.80	8.00	5	5	4	2	0	3.70	2.40	2.40	2.20	3.10	**10.16**	**12.39**
Exide Brownfield	4.80	3.90	2	2	3	3	1	3.00	1.20	1.60	1.40	2.30	**6.48**	**7.61**
Trails System	4.80	2.50	0	0	0	0	0	0.50	0.00	0.00	0.00	1.00	**1.91**	**2.51**
Unincorporated Infrastructure Planning	4.80	8.00	5	2	3	2	0	2.90	1.80	2.20	2.20	2.40	**9.20**	**11.09**
Downtown Revitalization	4.80	2.50	0	0	0	0	0	0.50	0.00	0.00	0.00	1.00	**1.91**	**2.51**

Summary

This provides a decision support tool for the development of regional infrastructure prioritization. Not mentioned in this summary of the study, are the considerable planning elements contained in developing and updating a regional CEDS plan, along with the capacity for iterative processing of the prioritization rankings and the inclusion or alteration of existing criterion. While we do not anticipate that this process removes from policymakers the ultimate need to evaluate and prioritize projects, we feel it instead aids in that process.

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Appendix C

Top Projects Ranked by County

PRIORITIZED PROJECTS

CEDS committee members using the Regional Prioritization Model for Infrastructure and Development Investment ranked a list of 130 projects throughout the region. The Model and the process used by the CEDS committee members and Ball State are fully described in Appendix B. Due to the number of projects listed, it is unlikely that each one will be completed. How the communities choose to allocate resources to accomplish their goals will ultimately be determined by them. However, a system has been devised to prioritize the projects against one another across the NCI region.

Although there is diversity in project ideas for the complete list, all of the projects of highest priority are related to infrastructure. This can serve as a guide for every county, even if one of its projects did not make the list of prioritized ones across the region. If these are the only projects completed of the 130, they alone will create a projected 688.2 jobs in the region through the $55,500,000 spent. This estimate excludes the jobs created from and costs of Projects #33 and #74, for which estimates were not calculated.

The data used in the Prioritization Model by the Center for Business Research at Ball State University came from three sources. Publicly available data such as median income was used. In the weeks leading up the May regional meeting a survey was circulated by OCRA staff. In that survey, local and county elected and economic development officials rated their projects based on the criteria detailed in Appendix B. Finally, CEDS committee members at the May 1st regional meeting deliberated and ranked their priorities from one to six using the handout on the next page.

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Name of County:	
Variables	*Priority (1 = high; 6 = low)*
a **Environmental Improvements**	
b **Investment in Economic Development**	
c **Quality of Place**	
d **Public Safety**	
e **Sustainable Growth**	
f **Government Efficiency**	

These are the results submitted by the CEDS committee members at that May 1st regional meeting and used in the Prioritization Model:

	County Average					
	Environmental Improvements	Investment in Economic Development	Quality of Place	Public Safety	Sustainable Growth	Government Efficiency
	4.83	1.67	2.67	4.83	2.33	4.67

	County Priority					
County Name	Environmental Improvements	Investment in Economic Development	Quality of Place	Public Safety	Sustainable Growth	Government Efficiency
Cass	2	1	5	6	4	3
Clinton	6	3	2	5	1	4
Fulton	4	1	3	6	2	5
Howard	5	2	1	4	3	6
Miami	6	2	3	4	1	5
Tipton	6	1	2	4	3	5

Top five projects for each county as ranked by the counties CEDS committee members using the Regional Prioritization Model.

CASS COUNTY

1) Infrastructure in Clymers
2) Unincorporated Infrastructure Planning in Young America
3) Unincorporated Infrastructure Planning in Lucerne
4) Unincorporated Infrastructure Planning in Twelve Mile
5) Industrial Park Water Tower-0.5mg in Logansport

CLINTON COUNTY

1) I-65 Infrastructure in Clinton County
2) Ivy Tech in Frankfort
3) Economic Development Strategy for Clinton County
4) Fiberoptic infrastructure to residential areas in Frankfort
5) Tie: Water System Improvements in Colfax
6) Tie: Water-run 12" water main in Rossville

FULTON COUNTY

1) Comprehensive Planning for Roch, Kewanna, Fulton, Akron
2) Highways 31 & 25 Infrastructure in Rochester
3) US 31 Corridor Strategy in Fulton County
4) Downtown Revitalization in Kewanna
5) Water infrastructure in Akron

HOWARD COUNTY

1) US 31 Industrial Park in Kokomo
2) US 31 by-pass Infrastructure in County
3) Boulevard/31 Infrastructure in Kokomo
4) Touby Pike Infrastructure in Kokomo
5) SR 26 Interchange Sewer extension

MIAMI COUNTY

1) Water/wastewater/Roads US 24 Corridor in Peru
2) US 31 Corridor strategy
3) RR Property Purchase and Development in Peru
4) Miami Wastewater Facility in County
5) Broadband in Converse

TIPTON COUNTY

1) Water/wastewater Infrastructure in Kempton
2) County Road 350 Project in Tipton
3) Infrastructure to Industrial park in Tipton
4) Water Infrastructure in Tipton
5) South Main Street in Tipton

Appendix D

North Central Regional List of Projects

#	County Name	Project Category	Project Description	Project Location	Community Name	Estimated cost	Projected # of jobs created[1]	County Rank
1	Cass	Economic Development	Infrastructure	Clymers	Cass	7000000	86.8[2]	1
2	Cass	Economic Development	Exide Brownfield	Cass	Cass	15000000	186	18
3	Cass	Economic Development	US 24 Corridor Strategy	Cass	Cass	50000	0.6	24
4	Cass	Infrastructure	Unincorporated Infrastructure Planning	Young America	Cass	50000	0.6	2
5	Cass	Infrastructure	Unincorporated Infrastructure Planning	Lucerne	Cass	50000	0.6	2
6	Cass	Infrastructure	Unincorporated Infrastructure Planning	Twelve Mile	Cass	50000	0.6	2
7	Cass	Community Development	Downtown Revitalization Planning	Galveston	Galveston	50000	0.6	19
8	Cass	Infrastructure	Infrastructure (W)	Walton	Walton	0[3]	0	7
9	Cass	Infrastructure	Infrastructure (WW)	Royal Center	Royal Center	0	0	17
10	Cass	Infrastructure	Infrastructure (SW)	Onward	Onward	0	0	21
11	Cass	Infrastructure	Industrial Park Water Tower - 0.5 mg	Logansport	Logansport	1500000	18.6	5
12	Cass	Infrastructure	Sewer Main Rehab. Projects	Logansport	Logansport	5000000	62	8
13	Cass	Infrastructure	Sewer Main Interceptor Proj. - 006-010	Logansport	Logansport	800000	9.9	8
14	Cass	Infrastructure	Cicott St/Cliff Drive Sewer Project	Logansport	Logansport	8000000	99.2	8
15	Cass	Infrastructure	Melbourne Ave. Interceptor Project	Logansport	Logansport	2000000	24.8	8
16	Cass	Infrastructure	Eel River Avenue Interceptor Project	Logansport	Logansport	3000000	37.2	8
17	Cass	Infrastructure	High St. Stormwater Separation Project	Logansport	Logansport	3000000	37.2	8
18	Cass	Infrastructure	Melbourne/Eel River Aves. Sewer Project	Logansport	Logansport	13000000	161.2	8
19	Cass	Infrastructure	West Wabash Avenue Interceptor Project	Logansport	Logansport	7000000	86.8	8
20	Cass	Housing	Downtown Second/Third Story Renovations and new construction for affordable and market rate housing[4]	Logansport	Logansport	10000000	77.5	16
21	Cass	Economic Development	City Market and Community Center	Logansport	Logansport	3000000	35.1	6
22	Cass	Community Development	Redevelopment of Historic Structures and Façade Improvements	Logansport	Logansport	2750000	39.1	22

#	County Name	Project Category	Project Description	Project Location	Community Name	Estimated cost	Projected # of jobs created[1]	County Rank
23	Cass	Community Development	Streetscape for Main St. and New SR 25 and Safe Route from IVY Tech to Downtown	Logansport	Logansport	4200000	59.6	25
24	Cass	Housing	Owner-occupied rehabilitation of Existing Housing Stock	Logansport	Logansport	1000000	6	20
25	Cass	Community Development	Downtown Streetscape	Logansport	Logansport	4000000	56.8	23
26	Clinton	Infrastructure	Infrastructure (SW) Southside	Kirkland	Kirkland	400000	5	8
27	Clinton	Infrastructure	Infrastructure (SW) Northside	Kirkland	Kirkland	400000	5	8
28	Clinton	Community Development	Downtown Revitalization	Kirkland	Kirkland	200000	2.8	19
29	Clinton	Transportation	421 Gateway	Kirkland	Kirkland	200000	2.5	17
30	Clinton	Infrastructure	Infrastructure (WW)	Michigantown	Michigantown	300000	3.7	11
31	Clinton	Community Development	Clearance	Michigantown	Michigantown	0	0	24
32	Clinton	Transportation	28 & 65 Gateway	Clinton	Clinton	0	0	17
33	Clinton	Economic Development	65 Infrastructure	Clinton	Clinton	7000000	86.8	1
34	Clinton	Parks	Trails system	Colfax	Colfax	150000	1.9	7
35	Clinton	Parks	Park Board & Master Plan	Frankfort	Clinton	0	0	15
36	Clinton	Economic Development	Economic Development Strategy	Clinton	Clinton	0	0	3
37	Clinton	Community Development	Downtown Revitalization	Mulberry	Mulberry	0	0	19
38	Clinton	Community Development	Rail Roundhouse	Frankfort	Frankfort	14000000	173.6	13
39	Clinton	Infrastructure	Water system improvements	Colfax	Colfax	0	0	5
40	Clinton	Infrastructure	Water-Run 12" watermain	Rossville	Rossville	750000	9.3	5
41	Clinton	Community Development	Downtown revitalization	Rossville	Rossville	600000	8.5	19
42	Clinton	Transportation	Install School Crossing Light W. Gaddis	Rossville	Rossville	15000	0.2	23
43	Clinton	Infrastructure	Install Generator-Park Water Tower	Rossville	Rossville	50000	0.6	26
44	Clinton	Transportation	Pave/Install sidewalks/curbing	Rossville	Rossville	5000000	62	19
45	Clinton	Health & Safety	Purchase Ladder Truck	Rossville	RVFD	500000	5.9	27
46	Clinton	Community Development	Town Park-Playground equipment	Rossville	Rossville	100000	1.2	16
47	Clinton	Infrastructure	Separate CSOs	Rossville	Rossville	1000000	12.4	14
48	Clinton	Education	IVY Tech	Frankfort	Frankfort	2000000	23.4	2
49	Clinton	Parks	Dog Park	Frankfort	Frankfort	0	0	25
50	Clinton	Parks	Prairie Creek Trails	Frankfort	Frankfort	0	0	10
51	Clinton	Infrastructure	Fiber Optic to Residential	Frankfort	Frankfort	0	0	4
52	Clinton	Economic Development	Workforce Development Programs	Frankfort	Frankfort	0	0	12
53	Clinton	Health & Safety	Rescue Truck - Fire Dept	Frankfort	Frankfort	0	0	28

#	County Name	Project Category	Project Description	Project Location	Community Name	Estimated cost	Projected # of jobs created[1]	County Rank
54	Fulton	Economic Development	31 & 25 Infrastructure	Rochester	Rochester	15000000	186	2
55	Fulton	Community Development	Downtown Revitalization	Rochester	Rochester	1500000	21.3	7
56	Fulton	Economic Development	US 31 Corridor Strategy	Fulton	Fulton	50000	0.62	3
57	Fulton	Infrastructure	Infrastructure (WW)	Akron	Akron	100000	1.24	10
58	Fulton	Infrastructure	Infrastructure (SW)	Akron	Akron	1200000	14.9	5
59	Fulton	Community Development	Downtown Revitalization	Fulton	Fulton	500000	5.9	6
60	Fulton	Community Development	Clearance	Fulton	Fulton	0	0	20
61	Fulton	Community Development	Streetscape St Rd 17	Kewanna	Kewanna	500000	5.9	9
62	Fulton	Transportation	Street replacement and repaving	Kewanna	Kewanna	500,000 - 1,000,000	6.2-12.4	15
63	Fulton	Community Development	Downtown Revitalization	Kewanna	Kewanna	500,000 - 1,000,000	5.9-11.7	4
64	Fulton	Community Development	Sidewalks throughout Town	Kewanna	Kewanna	250,000 - 1,000,000	3.1-12.4	16
65	Fulton	Community Development	Purchase & Demolition of 2 bldgs on Main St to build park and parking lot	Kewanna	Kewanna	500,000 - 1,500,000	6.2-12.4	13
66	Fulton	Community Development	Downtown Revitalization	Fulton Co.	Akron	1500000	17.6	8
67	Fulton	Housing	Downtown Second/Third Floor Renovations	Fulton Co.	Rochester	5000000	47.5	12
68	Fulton	Health & Safety	Southside Fire Station	Fulton Co.	Rochester	1300000	15.2	11
69	Fulton	Economic Development	Drainage - tile for development by Airport	Fulton Co.	Rochester	3000000	37.2	17
70	Fulton	Economic Development	Sewer for development by Airport	Fulton Co.	Rochester	2000000	24.8	18
71	Fulton	Education/ Workforce	Incubator & LearnNetwork	Fulton Co.	Rochester	1000000	11.7	19
72	Fulton	Economic Development	Elkhart/Westen rail refurbishments	Fulton Co.	Fulton Co	10000000	124	14
73	Fulton	Economic Development	Comprehensive Planning	Fulton Co.	Roch,Kewanna, Fulton, Akron	400000	4.7	1
74	Howard	Economic Development	US 31 By Pass Infrastructure	Howard	Howard	0	0	2
75	Howard	Transportation	US 31 Corridor Strategy	Howard	Howard	50000	0.6	6
76	Howard	Economic Development	Inventrek Expansion	Kokomo	Howard	17000000	210.8	8
77	Howard	Economic Development	Kokomo Arts Plaza	Kokomo	Howard	2900000	33.9	17
78	Howard	Economic Development	Boulevard/31 Infrastructure	Howard	Kokomo	4000000	49.6	3
79	Howard	Economic Development	Touby Pike Infrastructure	Kokomo	Howard	2000000	24.8	3
80	Howard	Economic Development	Downtown Parking Garage	Kokomo	Kokomo	7000000	86.8	12
81	Howard	Infrastructure	SR 26 Interchange Sewer Extension	Kokomo	Howard	2000000	24.8	3
82	Howard	Infrastructure	Infrastructure (SW)	Greentown	Greentown	2500000	31	11
83	Howard	Infrastructure	Infrastructure (W)	Greentown	Greentown	2000000	24.8	9
84	Howard	Infrastructure	Infrastructure (WW)	Greentown	Greentown	5500000	68.2	15
85	Howard	Health & Safety	Fire Hydrant Replacement	Greentown	Greentown	275000	3.4	18
86	Howard	Infrastructure	Infrastructure (WW)	Russiaville	Russiaville	0	0	15
87	Howard	Community Development	Historic Preservation	Russiaville	Russiaville	500000	7.1	22

#	County Name	Project Category	Project Description	Project Location	Community Name	Estimated cost	Projected # of jobs created[1]	County Rank
88	Howard	Economic Development	Economic Gardening - High level business consultation	Kokomo	Howard	190000	2.2	19
89	Howard	Infrastructure	US 31 Industrial Park	Kokomo	Howard	10000000	124	1
90	Howard	Economic Development	Brownfield remediation for portions of Inventrek Technology Park	Kokomo	Howard	1200000	14.9	20
91	Howard	Community Development	Regional feasibility study for conference center and hotel complex.	Kokomo	Howard	72000	0.9	21
92	Howard	Community Development	Nickel Plate Trail	Howard	Howard	1200000	14.88	13
93	Howard	Economic Development	Home Avenue Rail	Kokomo	Kokomo	5000000	62	10
94	Howard	Community Development	Soccer Complex	Kokomo	Kokomo	400000	4.7	7
95	Howard	Economic Development	Downtown Brownfield	Kokomo	Kokomo	400000	4.7	14
96	Miami	Economic Development	Business 31 Infrastructure (W)	Miami	Miami	0	0	6
97	Miami	Economic Development	Demolition Bldg 747	Grissom	Miami	600000	7	19
98	Miami	Economic Development	Aircraft Ramp Rehab	Grissom	Miami	3500000	43.4	12
99	Miami	Economic Development	W/WW/Roads US 24 Corridor	Peru	Peru	5000000	62	1
100	Miami	Economic Development	US 31 Corridor Strategy	Miami	Miami	50000	0.62	2
101	Miami	Economic Development	Downtown Revitalization Incentives	Peru	Peru	0	0	13
102	Miami	Community Development	Library Renovations	Peru	Peru	1500000	17.6	16
103	Miami	Infrastructure	10th St Infrastructure (WW)	Peru	Peru	900000	11.16	7
104	Miami	Community Development	RR Property Purchase & Development	Peru	Peru	1500000	17.6	3
105	Miami	Economic Development	Downtown Revitalization Planning	Bunker Hill	Bunker Hill	50000	0.6	8
106	Miami	Economic Development	Downtown Revitalization	Converse	Converse	0	0	9
107	Miami	Economic Development	Broadband	Converse	Converse	0	0	5
108	Miami	Infrastructure	Infrastructure (SW)	Denver	Denver	0	0	10
109	Miami	Infrastructure	Stormwater System	Macy	Macy	1343860	16.66	10
110	Miami	Community Development	Community Center	Macy	Macy	636155	7.4	17
111	Miami	Community Development	Sidewalks & Curbs	Macy	Macy	240800	3	14
112	Miami	Community Development	Park Restroom Facilities	Macy	Macy	100000	1.24	18
113	Miami	Economic Development	Demo Steam Plant	Grissom Aeroplex	Miami	500000	6.2	19
114	Miami	Infrastructure	Miami Wastewater Facility	Miami	Miami	0	0	4
115	Miami	Economic Development	Demo of Foundry and Stokely Bldg	Peru	Peru	750000	8.8	19
116	Miami	Community Development	Peru Safe Routes to School	Peru	Peru	350000	4.3	15
117	Tipton	Economic Development	Infrastructure to Industrial Park	Tipton	Tipton	1500000	18.6	3
118	Tipton	Economic Development	US 31 Corridor Strategy	Tipton	Tipton	100000	1.24	7

#	County Name	Project Category	Project Description	Project Location	Community Name	Estimated cost	Projected # of jobs created[1]	County Rank
119	Tipton	Community Development	Downtown Revitalization	Tipton	Tipton	1750000	20.5	9
120	Tipton	Infrastructure	Infrastructure (W)	Tipton	Tipton	4000000	49.6	4
121	Tipton	Infrastructure	Infrastructure (W,WW,SW)	Kempton	Kempton	0	0	1
122	Tipton	Infrastructure	Infrastructure (WW)	Sharpsville	Sharpsville	0	0	11
123	Tipton	Transportation	County Road Upgrade	Sharpsville	Sharpsville	0	0	13
124	Tipton	Infrastructure	Clearance	Windfall	Windfall	0	0	14
125	Tipton	Community Development	Courthouse Restoration	Tipton	Tipton	1000000	14.2	12
126	Tipton	Community Development	City Hall	Tipton	Tipton	2000000	28.4	10
127	Tipton	Economic Development	CR 350	Tipton	Tipton	3000000	37.2	2
128	Tipton	Community Development	County Jail	Tipton	Tipton	12000000	140.4	8
129	Tipton	Community Development	Flood Control project	Tipton	Tipton	12000000	148.4	6
130	Tipton	Transportation	South Main St	Tipton	Tipton	1000000	12.4	5

[1] The formulas used to calculate the projected numbers of jobs were determined by the Center for Strategic Economic Research. They are based on the Stimulus Calculation Tool, which was created by the Sacramento Regional Research Institute. According to the formulas, $1,000,000 spent in the following industries generates approximately these corresponding numbers of jobs: new commercial structures: 11.7; new industrial structures: 10.9; infrastructure and public works: 12.4; new single- and multi-family housing: 9.5; new residential additions and alteration: 9.9; maintenance, repair, and renovation of commercial structures: 14.2; residential maintenance and repair: 6.0. These numbers were used to generate the projected number of jobs based on their project category unless otherwise noted.

[2] All "Projected # of jobs created" values are rounded to the nearest tenth.

[3] An "0" in the estimated cost column does not mean that it will be a project that does not cost money. Rather, the costs of these have not been calculated yet. The "0" serves as a placeholder. As such, the estimated number of jobs created for each project with estimated cost "0" is also "0" because of the calculation method for the number of jobs created. It is not intended to mean that no jobs will be created.

[4] Jobs created figure assumes half of budget will be allocated to new construction ($5,000,000) and half to renovation ($5,000,000).

Appendix E

S.W.O.T. by County

As identified by county level CEDS committees

CASS COUNTY

As identified by county level CEDS committees

STRENGHTS

Multiple state roads
Hoosier Heartland
3-4 railroads
5,001 ft air strip
Locally owned utilities most of the county
Sewer/water in incorporated towns
Logansport has Shovel Ready site
Good availability of water
Ivy Tech + Trine University = two colleges
Century Career Center – nursing, vocational, dual credit
IU-Kokomo is nearby
Purdue is close
CLEAR center – GED stopgap
Academic scholar programs – math teams, music/bands
¾ of high schools have FFA program
Hospital has good relationship in communicating wellness to the community
A lot of mental health practitioners –mental health center
20 + miles of mixed use trails
Auditorium at high school – community theater production
Two rivers – river trails
Raft race in summer, City festivals –Taste of Cass, arts, fireworks, Pioneer Days, summer fest

WEAKNESSES

Tech/vocational – welding, other workers needed
Wrong inventory of housing
One year waiting list for subsidized housing
Shortage of qualified workers
Challenged to attract young professionals

OPPORTUNITIES

Industrial development
Kayaking in Eel River
France Park
Neighborhood associations are starting
High school graduation rate
Potential for agritourism
City and county working together at improving restrictions on doing business

THREATS

County has aging septic
Difficulty filling jobs – drugs
9.1 % unemployment
Tool and die workforce – 70% looking at retirement

CLINTON COUNTY

As identified by county level CEDS committees

STRENGHTS

I-65
Utilities (water, sewer, broadband) built out to I-65
Mulberry has fiber
Proximity to bigger hubs – Lafayette, Indianapolis, Kokomo, Chicago
Centrally located/close to 1 day drive to 80% of US population
Excellent water (aquifer)
Sewer plant in Frankfort – upgraded
Parks and golf courses
Observatory
YMCA
Boys and Girls Clubs
Award winning libraries
Red Barn Summer Theater
Good emergency services –centralized 911
Cost of living – lower than average
Cheap utilities – compared to state and US
Rossville Central –recognized (excellence)
Great gym facilities in schools – new elementary schools
Community Foundation – strong assets
Above average agricultural resources
Volunteer activities from church sponsorship – ie Food for the Hungry
Industrial park- 3,800 employees – 30 businesses
Agricultural workforce – farm youth = good work ethic
St Vincent Hospital, Clarian/Arnett clinic – quality (healthcare) access – good equipment
Good number of doctors

WEAKNESSES

Lack of sewer in county
Drainage issues in Frankfort
County has gravel roads
Gravel roads in Westside of Frankfort
Some cell (phone) coverage missing
Strong workforce but –soft skills gap – high turnover, absenteeism, on time issues, poor customer service
Bad rental properties

OPPORTUNITIES

Land
Dark fiber owned by utilities in city (Frankfort)
Develop roundhouse
Retail development
Need executive housing

THREATS

Sewer age
Meth (amphetamine)/drugs – high abuse rate

FULTON COUNTY

As identified by county level CEDS committees

STRENGHTS

Trail system
Akron trail connection
Parks and beach tie-in
Diversity of housing
Amish –higher rate of entrepreneurship
All towns and cities own water and sewer utilities
County-wide local system is in good shape
Hospital relatively new and expanding
Rochester Telecom has fiber to the door in the city and at least 1/3 of county
Downtown development is robust
Schools starting to ramp up technical education
County parks organization – park depts. – good relationship with DNR
Shovel Ready site -60 acres

WEAKNESSES

70% of population has high school diploma or less
There are some challenges in sewer collection
Parking improvements needed
Main industrial site not linked to highway – not a through good connector links to 25 – downtown to 31

OPPORTUNITIES

Connect city pathway to Nickel Plate
Leverage Manitou as an asset – robust living environment
Lake properties appear to cycling to permanent second homes (as opposed to rentals)
Amish population – not leveraged
Challenge of getting high school students to continue education
Opportunity to be more marketable – quality of place – quality of life – festivals, amenities
Day trip attraction
US 31 development

THREATS

CSO (combined sewer) challenge in Akron
Akron has challenges with truck traffic
Claypool facility – increased truck traffic
State highway systems brings main street/downtown challenges

HOWARD COUNTY

As identified by county level CEDS committees

STRENGHTS
Old US 31 corridor
Wastewater treatment plant capacity
Regional public transportation inter-county
Excess capacity in utilities
County park system
High technology base of workforce
Higher prevailing wage rate
Good stock of affordable housing
Professional public safety system

WEAKNESSES
Low integration of college graduates
Significant shortage of skilled trades workforce
Gap in entrepreneurial/business skill sets
Low inventory of executive housing
Lack of coordination of amenity offerings – regionally
Shortage of fitness facilities
Uninsured population
Lack of economic diversity
Lack of cultural diversity

OPPORTUNITIES
New US 31 corridor
Airport authority
Rail upgrade and rerouting
Public utility to new US 31
Trail system development –connecting

THREATS
CSO compliance funding
Perception of 'high wage' community
Unhealthy population

MIAMI COUNTY

As identified by county level CEDS committees

STRENGHTS

Grissom Aeroplex.
HWY 31 and 24 nexus
North Broadway
Hoosier Heartland corridor
Norfolk Southern Railroad
Nickel Plate Trail
Wabash River
Broadband access
Ivy Tech Kokomo provides training
IU-Kokomo, Trine, IU-Ft.Wayne connections
Reservoirs
Shovel ready sites
Entrepreneurial spirit increasing

WEAKNESSES

Gap in HS level education
Skills gap to meet industry needs
Lack of hotels/motels
Lack of funding in local communities
Lack of rail spur to serve county
Need for cleaning up housing in neighborhoods

OPPORTUNITIES

Leverage Inventrek
Marketing/packaging regional amenities
Regional airport development
Regional collaboration-conferences
Extension of sewer, water, stormwater for US 24 corridor
Retaining and attracting young professionals

THREATS

Rural sewage issues

TIPTON COUNTY

As identified by county level CEDS committees

STRENGHTS

Excellent roads
Agriculture- everything – fertile ground
Central hub – 13 miles from anywhere
Low cost utilities
Low cost taxes
State roads and interstates are close
World class library in Tipton
State of the art 911 center
Business friendly local government
Peaceful, pleasant place to live – low crime
Adult education center
Ivy Tech
City has revolving loan fund set up for downtown façade improvement
Community Foundation
Boys and Girls Clubs
Well developed agri-business sector – Monsanto, Becks, etc
Noted for Pork Festival
38th Mid America and other big 30 plus year festivals
Train from Noblesville – Tipton is the terminus

WEAKNESSES

Drainage challenge
Limited retail commercial
11.4 % unemployment
Low % of college graduates or higher
Lack of economic development organization
Waiting list for low cost housing
No maternity ward – must go to Noblesville, Carmel, Kokomo
Limited restaurants
Limited grocery stores

OPPORTUNITIES

Rail – switchyards, spurs, offload possibilities\
Big vacant building (Abound Solar) – advantage –state of the art spec building with utilities
US 31 and 28 – huge opportunity

THREATS

Infrastructure not ADA (Americans with Disabilities Act) status not compliant or unknown ie sidewalks
Combined sewer overflow in town
Housing/property values declining
Potential for increasing flood plain by 40%
County could be divided by 31 bypass – buses, emergency can't cross

Appendix F

County Resolutions Approving the
2012 North Central Indiana CEDS

RESOLUTION NO. _____

TO THE CASS COUNTY COMMISSIONERS
APPROVING THE 2012
FIVE YEAR COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)

WHEREAS, the U.S. Economic Development Administration (EDA) requires the submission of a Comprehensive Economic Development Strategy (CEDS) from counties to maintain eligibility for EDA grant and loan programs;

WHEREAS, the counties of North Central Indiana (Cass, Clinton, Fulton, Howard, Miami and Tipton) have reviewed the 2012 CEDS and find that it reflects the development needs of North Central Indiana;

WHEREAS, the 2012 CEDS of North Central Indiana may serve as said report for the six counties in North Central Indiana with each counties' concurrence; and

NOW, THEREFORE, BE IT RESOLVED that the 2012 CEDS be approved to meet the eligibility requirements for the grant and loan program administered by the U.S. Economic Development Administration.

Adopted this ___ day of _____

Cass County Commissioners:

_____
(NAME)
Commission President

ATTEST:

_____

RESOLUTION NO. _____

TO THE CLINTON COUNTY COMMISSIONERS
APPROVING THE 2012
FIVE YEAR COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)

WHEREAS, the U.S. Economic Development Administration (EDA) requires the submission of a Comprehensive Economic Development Strategy (CEDS) from counties to maintain eligibility for EDA grant and loan programs;

WHEREAS, the counties of North Central Indiana (Cass, Clinton, Fulton, Howard, Miami and Tipton) have reviewed the 2012 CEDS and find that it reflects the development needs of North Central Indiana;

WHEREAS, the 2012 CEDS of North Central Indiana may serve as said report for the six counties in North Central Indiana with each counties' concurrence; and

NOW, THEREFORE, BE IT RESOLVED that the 2012 CEDS be approved to meet the eligibility requirements for the grant and loan program administered by the U.S. Economic Development Administration.

Adopted this ___ day of _____

Clinton County Commissioners:

_____
(NAME)
Commission President

ATTEST:

_____

RESOLUTION NO. _____

TO THE FULTON COUNTY COMMISSIONERS
APPROVING THE 2012
FIVE YEAR COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)

WHEREAS, the U.S. Economic Development Administration (EDA) requires the submission of a Comprehensive Economic Development Strategy (CEDS) from counties to maintain eligibility for EDA grant and loan programs;

WHEREAS, the counties of North Central Indiana (Cass, Clinton, Fulton, Howard, Miami and Tipton) have reviewed the 2012 CEDS and find that it reflects the development needs of North Central Indiana;

WHEREAS, the 2012 CEDS of North Central Indiana may serve as said report for the six counties in North Central Indiana with each counties' concurrence; and

NOW, THEREFORE, BE IT RESOLVED that the 2012 CEDS be approved to meet the eligibility requirements for the grant and loan program administered by the U.S. Economic Development Administration.

Adopted this ___ day of _____

Fulton County Commissioners:

_____
(NAME)
Commission President

ATTEST:

_____

RESOLUTION NO. _____

TO THE HOWARD COUNTY COMMISSIONERS
APPROVING THE 2012
FIVE YEAR COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)

WHEREAS, the U.S. Economic Development Administration (EDA) requires the submission of a Comprehensive Economic Development Strategy (CEDS) from counties to maintain eligibility for EDA grant and loan programs;

WHEREAS, the counties of North Central Indiana (Cass, Clinton, Fulton, Howard, Miami and Tipton) have reviewed the 2012 CEDS and find that it reflects the development needs of North Central Indiana;

WHEREAS, the 2012 CEDS of North Central Indiana may serve as said report for the six counties in North Central Indiana with each counties' concurrence; and

NOW, THEREFORE, BE IT RESOLVED that the 2012 CEDS be approved to meet the eligibility requirements for the grant and loan program administered by the U.S. Economic Development Administration.

Adopted this ___ day of _____

Howard County Commissioners:

_____
(NAME)
Commission President

ATTEST:

_____

RESOLUTION NO. _____

TO THE MIAMI COUNTY COMMISSIONERS
APPROVING THE 2012
FIVE YEAR COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)

WHEREAS, the U.S. Economic Development Administration (EDA) requires the submission of a Comprehensive Economic Development Strategy (CEDS) from counties to maintain eligibility for EDA grant and loan programs;

WHEREAS, the counties of North Central Indiana (Cass, Clinton, Fulton, Howard, Miami and Tipton) have reviewed the 2012 CEDS and find that it reflects the development needs of North Central Indiana;

WHEREAS, the 2012 CEDS of North Central Indiana may serve as said report for the six counties in North Central Indiana with each counties' concurrence; and

NOW, THEREFORE, BE IT RESOLVED that the 2012 CEDS be approved to meet the eligibility requirements for the grant and loan program administered by the U.S. Economic Development Administration.

Adopted this ___ day of _____

Miami County Commissioners:

_____
(NAME)
Commission President

ATTEST:

_____

RESOLUTION NO. _____

TO THE TIPTON COUNTY COMMISSIONERS
APPROVING THE 2012
FIVE YEAR COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS)

WHEREAS, the U.S. Economic Development Administration (EDA) requires the submission of a Comprehensive Economic Development Strategy (CEDS) from counties to maintain eligibility for EDA grant and loan programs;

WHEREAS, the counties of North Central Indiana (Cass, Clinton, Fulton, Howard, Miami and Tipton) have reviewed the 2012 CEDS and find that it reflects the development needs of North Central Indiana;

WHEREAS, the 2012 CEDS of North Central Indiana may serve as said report for the six counties in North Central Indiana with each counties' concurrence; and

NOW, THEREFORE, BE IT RESOLVED that the 2012 CEDS be approved to meet the eligibility requirements for the grant and loan program administered by the U.S. Economic Development Administration.

Adopted this ___ day of _____

Tipton County Commissioners:

_____
(NAME)
Commission President

ATTEST:

_____

(END)